

Commerce

SEPTEMBER 1961 • 35 Cents

CHICAGOLAND
VOICE

UNIVERSITY OF ILLINOIS
LIBRARY

OF BUSINESS

SEP 22 1961

University of Illinois Library
Chicago Undergraduate Division
Navy Pier
Chicago 11, Ill.
12-61 31550

URBAN RENEWAL

is your business

page 14

THE CLIMATE FOR INVESTMENT IN MEXICO page 21

THE CONFERENCE – MANAGEMENT TOOL page 24

UNCLOGGING CHICAGO'S ARTERIAL STREETS page 22

ART MERCIER TELLS HOW TO CATCH A MUSKY page 16

Chicago Association of Commerce and Industry Photo and News Coverage page 47

Why Flameless Electric Heating makes good business sense:



The Su-Ellen Apartments, 1500-1510 Central Street, Evanston, Ill.

Electric heating protects long-term investment

*Assures continuing tenant satisfaction and
practically no maintenance problems over the long haul, reports
Malcolm Hill, President, Su-Ellen Corporation*

The Su-Ellen Apartments were built as a long term investment. No corners were cut in building in the finest quality materials and equipment.

"For that reason," reports Mr. Hill, "we decided on Electric Heating. Everything about it fitted into our plans to provide the finest comfort for our tenants and the least trouble and maintenance problems to ourselves.

"With Electric Heating, each tenant controls his own heat in every room 24 hours a day. There's no dirt problem. Walls and ceilings stay clean a lot

longer. We save on decorating bills—also on maintenance. Electric Heat requires no furnace or boiler room. So, there's no cleaning or repair bills to worry about, no maintenance man to pay."

Su-Ellen's record to date: 100% occupancy, no tenant complaints, no maintenance problems. "A happy situation we should maintain for many years ahead," says Mr. Hill.

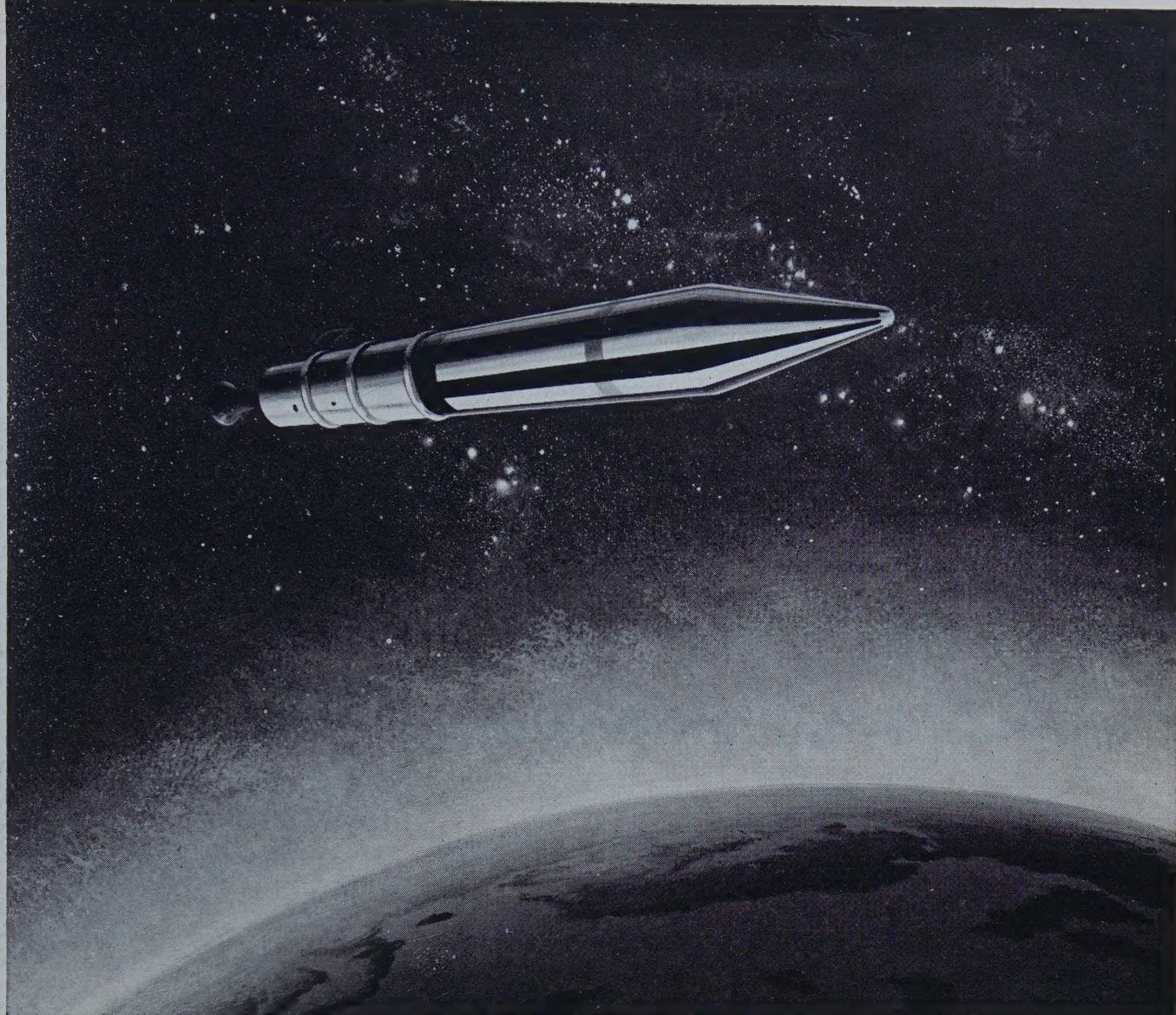
Call your Commonwealth Edison or Public Service Company representative for complete information on Electric Heating for apartments and homes.



 **Commonwealth Edison**
AND
Public Service Company

© C. E. Co.





Artist's conception of the first U. S. Satellite, Explorer I, approaching its 1146 mile apogee. New concepts of instrumentation and telemetry—many developed in Chicago—permit us to study the curious phenomena man has dreamed of knowing about ever since he first looked into the sky.

Chicago: birthplace and boom-town for electronics

Half a century ago, with the invention of the three-element vacuum tube by a young engineering student, the incredible era of electronics was born here in Chicago.

This invention, originally called a "magic lamp" by some and "worthless" by others, was responsible for the development of radio, television, radar, long distance telephone, hearing aids, electronic computers, guided missiles—even automation, the automatic operation of industrial machines. This same invention has made elec-

tronics one of the nation's fastest growing industries. And it has established Chicago as the nation's largest electronics producer.

Today, the area's electronics industry produces more than 1½ billion dollars worth of goods per year. The output in electronics and allied electrical items runs to thousands of products, ranging from radio and television sets, radar, and other highly complex electronic devices, to an endless list of components.

Electrical industrial apparatus,

electrical appliances, communications equipment, insulated wire and cable stream from Chicago area production lines in huge quantities. Presently, the industry here involves hundreds of plants with a working-force of tens of thousands of employees.

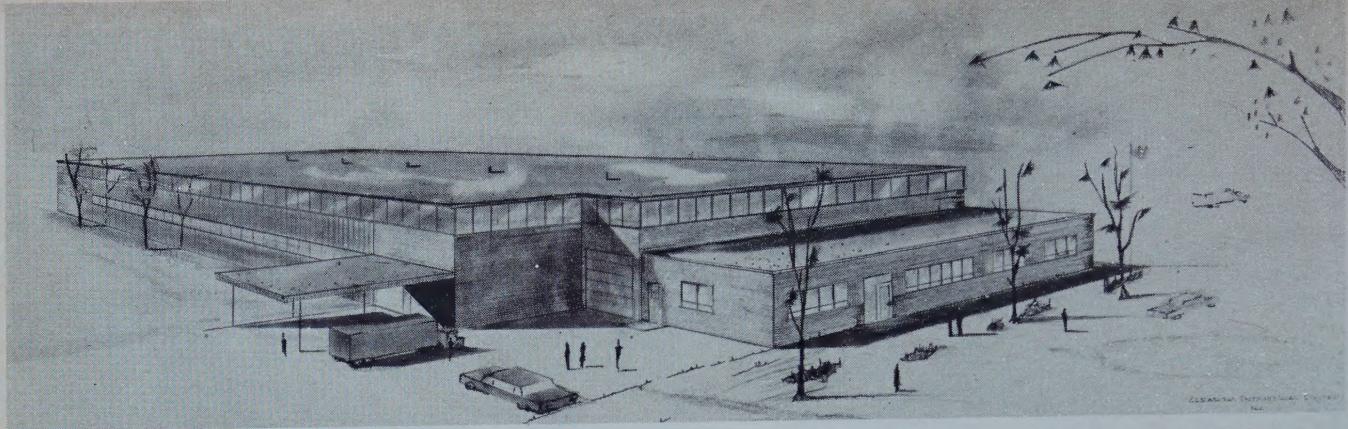
Mindful of the tremendous impact that electronics has made on our era, it is ironic that the invention that started it was denounced as "worthless." For this was to found a ten billion dollar industry, in which Chicago continues to play a vital role.



The First National Bank of Chicago

Dearborn, Monroe, Clark and Madison Streets • Building with Chicago since 1863

MEMBER F.D.I.C.



Rendering of New Plant under construction for J. & S. Steel Corporation

Sixteen New Plants Now Located In Clearing's Franklin-Mannheim District

Franklin Avenue West of Mannheim Road
Franklin Park, Illinois

A NEW MODERN DISTRICT FOR MODERN PLANTS

Choice Sites Available

Clearing Industrial District, Inc., has four modern industrial districts in the Chicago area. The company offers the services of a complete engineering and construction department, architect and financing on either a long term lease or purchase contract; in short, every detail toward a completed project.

For further details address inquiries to "Clearing Industrial District, Inc., 38 South Dearborn Street, Chicago," or call RANDolph 6-0135.

CLEARING INDUSTRIAL DISTRICT, Inc.

FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS

Commerce

CHICAGOLAND

VOICE

OF BUSINESS

READER'S VIEWPOINT

To the Editor:

The article in the July, 1961, issue entitled "Rx for Executives - Walk to Work" is extremely interesting. This reminds me of an episode which you may wish to insert in the forthcoming issue of the magazine.

A dinner meeting was held in 1952 in Chicago by the U. of I. Alumni to honor several retiring professors. Dr. Henry, President of the University, was asked to give a talk. The following is, in essence, what Dr. Henry said about walking to work:

One day my wife wanted to use the car, and I walked to work. You know my residence is across the street from Professor W. C. Huntington's, which is at the far south end of the large campus. I met Professor Huntington on the walk, and I asked him if he was in the same predicament—the family car not being available to him that day. He said: No, I always walk to work. Then I said don't you think that is a waste of time to walk to work such a long distance every day? Professor Huntington said: No, I don't know why I can't use my both ends at the same time while walking.

Thanks to Professor Huntington, I have been walking to work ever since.

WAYNE C. TENG,
PRESIDENT
TENG AND ASSOCIATES
CONSULTING ENGINEERS

To the Editor:

Our organization subscribes to your COMMERCE magazine which I, personally, find to be an excellent publication. Sometimes I wish I could quote entire articles in our small mimeographed Bulletin which we call the IRON LEAGUER and which goes only to our members once a month. Those of our members who belong to your fine organization re-

(Continued on page 42)

Volume 58 • Number 8 • September, 1961

Contents

Urban Renewal Is Your Business.....	By Thomas Buck	14
How To Catch A Musky.....	By Art Mercier	16
Business Highlights in Pictures.....		18
The Climate For Investment in MEXICO.....	By H. E. Lic. Raul Salinas Lozano	21
Unclogging Chicago's Arterial Streets.....	By William R. Marston	22
The Conference— Management Tool.....	By George V. Moser	24

Regular Features

Eye on Chicagoland.....	5
Metropolitan Chicago Trends.....	7
The Editor's Page.....	11
Here, There and Everywhere.....	12
Industrial Development in the Chicago Area.....	33
Transportation and Traffic.....	37
Chicago Overseas Ship Sailings.....	40
Association News.....	47

*Published since 1904 . . . by the Chicago Association of Commerce
and Industry • 30 West Monroe St., Chicago 3, Ill. • FRanklin 2-7700*

Alan Sturdy, Editor

Walter Beverly Dean, Associate Editor

Gordon Rice, Advertising Manager

Published monthly by The Chicago Association of Commerce and Industry, with offices at James and North Cook Streets, Barrington, Ill., and 30 West Monroe Street, Chicago 3, Ill. Subscription rates: domestic \$3.50 a year; three years \$7.50; foreign \$4.50 a year; single copies 35 cents. Reentered as second class matter June 2, 1948, at the Post Office at Barrington, Ill., under the act of March 3, 1879. Copyright 1961 by the Chicago Association of Commerce and Industry. Reprint permission on request. Executive and Editorial Offices: 30 West Monroe St., Chicago. Telephone FRanklin 2-7700. Neither Commerce nor The Chicago Association of Commerce and Industry sponsors or is committed to the views expressed by authors. Cover design copyrighted.

POSTMASTERS ATTENTION: Copies returned under labels Form 3579 should be sent to 30 West Monroe Street, Chicago 3, Illinois



Corporations

OPEN YOUR SAVINGS ACCOUNT AT

BELL SAVINGS

A Savings Account in the name of your Corporation can be opened with any amount. The account will earn an *excellent* return and will be *insured* safe to \$10,000.

This special type of Savings Account ownership will put otherwise "idle" funds you may be keeping for funding depreciation purposes, or for any other reason, hard to work *earning* more money for you!

Your Corporation, by resolution, may designate one or more of your officers, or employees, to withdraw funds from this account.

For information regarding the benefits your Corporation can enjoy by having a Savings Account at BELL SAVINGS, phone, write, or visit our Savings Department and ask for a copy of our Financial Statement and Savings Literature.

WHERE YOU SAVE
DOES MAKE A DIFFERENCE!



CORNER OF MONROE AND CLARK, CHICAGO 3, ILLINOIS • Financial 6-1000



Thomas H. Coulter

EYE ON CHICAGOLAND

Dear Member:

Governor Otto Kerner has called a special session of the State Legislature beginning October 9 to solve the state's chaotic financial situation by writing a new Revenue Article to be submitted for referendum. Your Association...together with ten other civic groups...has proposed a revision of the article which is fair...workable...and logical...as a replacement for the present article which has remained unchanged in basic principle for 100 years.

Principles of taxation evolved for the agricultural community of a century ago have produced tax inequality...evasion...and tortuous legal interpretations in today's highly complex economy. You are urged to write to your State senator and representatives to support the proposals of the Joint Committee of the eleven civic organizations.

The governor has also announced that on the agenda for the special session will be the matter of re-mapping Illinois congressional districts...necessary because Illinois now is entitled to only 24 instead of 25 representatives in Washington on the basis of the 1960 census. Unless action is taken...Illinois voters will be faced with electing their congressmen at-large. Many interests of Chicagoans differ from the interests of those who live down-state. All Illinois communities stand to lose the precious right of grass-roots representation unless reapportionment is accomplished. Illinois is represented on a state-wide basis by our two U.S. Senators. We do not need state-wide representation in the House...another matter on which it is to be hoped you will express your views to your State senator and representatives.

A third matter which the governor may include in his call is that of aid for mass transportation systems...(the special session may consider only matters included in the governor's call)...It is to be hoped that this important matter will be included in the call. Your Association...Chicago Real Estate Board...and Chicago Central Area Committee have proposed a very sound plan for assisting the struggling CTA and the commuter railroads.

At the local level in the meantime...your Association has secured a postponement of the public hearing on the proposed ordinance of the Metropolitan Sanitary District of Greater Chicago to regulate disposal of industrial waste...until the Association's Water Resources Committee has been able to develop constructive recommendations...Any member firm interested in this matter is urged to appoint a representative to serve on this committee. Contact the Governmental Affairs Division...this is a very important matter.

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago Association of Commerce and Industry

Proved in carmaker tests:

FINEST PROTECTION FOR YOUR VALUABLE CAR INVESTMENT!



*SUPER PERMALUBE® Motor Oil
is now available nation-wide
...at all American Oil Dealers!*

Test-proved SUPER PERMALUBE Motor Oil lubricates so perfectly it makes vital engine parts last longer. It helps to preserve the life of your car—lets you enjoy new-car performance longer. Checks valve-lifter sticking and chatter... helps to give fast, easy starts. And you can go farther without adding oil! SUPER PERMALUBE Motor Oil surpasses carmakers' toughest tests for Maximum Severity service. Change to SUPER PERMALUBE—the finest protection you can get for your car's engine.



STANDARD OIL • DIVISION OF AMERICAN OIL COMPANY

Metropolitan Chicago Trends

July 1961	June 1961	May 1961	July 1960	% Change 7/61 vs. 7/60		Cumulative—7 months 1961	% Change from 1960
-----------	-----------	----------	-----------	---------------------------	--	-----------------------------	-----------------------

POPULATION AND GENERAL GROWTH TRENDS:

Population:

—Metr. Area (000) Estimated	6,945.4	6,935.5	6,925.2	6,824.6	+ 1.8	LM	6,945.4	+ 1.8
Recorded Births:								
—Chicago	8,015	7,229	7,476	8,485	— 5.5	T	53,019	— 1.3
—Metro. Area (6 Ill. Counties)	13,248	12,111	12,220	13,477	— 1.7	T	86,552	+ 1.3
Recorded Deaths:								
—Chicago	3,044	3,180	3,320	3,298	— 7.7	T	22,676	— 4.6
—Metro. Area (6 Ill. Counties)	4,703	4,988	5,197	4,927	— 4.5	T	35,285	— 2.4
Marriage Licenses	4,938	6,437	4,836	4,863	+ 1.5	T	31,356	— 1.9
No. of Main Tel. in Service (Ill. Bell) (000)								
—Business Telephones	335.0	334.6	333.4	328.9	+ 1.9	LM	335.0	+ 1.9
—Residential Telephones	1,719.5	1,718.4	1,718.0	1,701.8	+ 1.0	LM	1,719.5	+ 1.0

INDUSTRY:

Index of Ind. Production (1947-49=100)	137.0p	136.4r	133.8	132.2	+ 3.6	A	132.4	— 3.4
Petroleum Refining (Jan. 1957=100)	N.A.	N.A.	101.0	100.1	N.A.			
Ind. Gas. Consumed—Chgo. (000 Therms)	11,631	13,427	13,884	12,493	— 6.9	T	99,119	— 5.9
Electric Power Prod. (000,000 K.W.H.)	2,100	2,057	1,978	1,919	+ 9.4	T	14,276	+ 3.1
Dressed Meat Und. Fed. Insp. (1953=100)	62.0	61.6	65.6	57.6	+ 7.6	A	62.6	+ 3.5

TRADE:

Dept. Store Indexes (1947-49=100)								
—Sales (Seasonally Adjusted)	137	127	121	131	+ 4.6	A	125	+ 1.6
—Inventories—(Seasonally Adjusted)	148	146	145	141	+ 5.0	A	143	— 3.4
Retailer's Occupation Tax Collections (Municipal Tax Excluded) (000)								
—Chicago	N.A.	\$ 9,777	\$ 9,436	\$ 9,959	N.A.	Tx	\$ 58,867	— 6.1
—Chicago Metr. Area (6 Ill. Counties)	N.A.	\$ 17,175	\$ 16,445	\$ 17,061	N.A.	Tx	\$ 101,853	— 2.9
Consumer Price Index (1947-49=100)								
All Items—Chicago	130.9	129.7	129.9	130.4	+ 0.4	A	130.2	+ 0.5
New Passenger Cars—No. of (R. L. Polk)	24,563	26,080	24,348	27,178	— 9.6	T	163,110	— 19.4

EMPLOYMENT AND PAYROLLS:

Total Labor Force (000)	3,045.7p	3,065.4r	3,036.9	3,027.1	+ 0.6	A	3,032.5p	+ 0.6
—Employed (000)	2,859.2p	2,887.0r	2,858.9	2,881.3	— 0.8	A	2,837.2p	— 1.7
—Non Agric. Wage & Salary (000)	2,539.2p	2,559.1r	2,529.7	2,558.5	— 0.8	A	2,511.9p	— 2.1
—Manufacturing (000)	918.2p	924.3r	908.8	943.0	— 2.6	A	907.7p	— 6.4
—Durable (000)	591.4p	595.4r	585.7	611.3	— 3.3	A	583.1p	— 8.8
—Non Durable (000)	326.8p	328.9r	323.0	331.7	— 1.5	A	324.6p	— 2.0
—Non-Manufacturing (000)	1,621.0p	1,634.8r	1,621.0	1,615.5	+ 0.3	A	1,604.2p	+ 0.5
—Unemployed (000)	185.1p	178.4r	178.0	143.4	+ 29.1	A	195.1p	+ 53.0
Insured Unemployment Cook and DuPage Counties (000)	53,513	55,568	68,403	45,367	+ 18.0	A	73,720	+ 55.6
Families on Relief (Cook County)	35,019	36,553	38,701	33,306	+ 5.1	A	38,296	+ 7.1
Weekly Earnings in Mfg. (6 Ill. Cos.)	N.A.	\$ 104.00	\$ 101.59	\$ 99.15	N.A.	Ax	\$ 100.62	+ 1.2
Weekly Hours in Mfg. (6 Ill. Cos.)	N.A.	40.6	39.9	39.9	N.A.	Ax	39.7	— 1.0

CONSTRUCTION AND REAL ESTATE:

All Building Permits—Chicago	1,973	2,221	2,264	2,296	— 14.1	T	12,921	— 13.1
Cost (000)	\$ 25,888	\$ 44,360	\$ 60,007	\$ 32,333	— 19.9	T	\$ 254,007	+ 10.7
Dwelling Units Auth. by Bldg. Permits (Bell Savings & Loan Assn.) (No. of)	3,956	4,168	5,437	3,673	+ 7.7	T	28,201	+ 11.8
—Single Family Units (No. of)	2,380	2,470	2,447	2,643	— 10.0	T	14,981	— 8.4
—Apartment Units (No. of)	1,576	1,698	2,990	1,030	+ 53.0	T	13,220	+ 49.1
Construction Contracts Awarded								
—All Contracts (000)	\$ 155,274	\$ 131,070	\$ 152,338	\$ 132,238	+ 17.4	T	\$ 873,385	— 4.4
—Non-Residential Contracts (000)	\$ 55,154	\$ 41,165	\$ 60,195	\$ 61,533	— 10.4	T	\$ 298,132	— 20.1
—Commercial Contracts	\$ 24,630	\$ 10,079	\$ 16,655	\$ 15,575	+ 58.1	T	\$ 107,777	— 20.4
Vacant Industrial Bldg. (1954-55=100)	78.9	79.4	79.3	96.8	— 18.5	A	83.8	— 9.0
Idle Electric Meters (% of all Meters)*	2.39	2.24	2.27	2.09	+ 14.4	A	2.13	+ 9.8
Industrial Plant Investment (000)	\$ 33,296	\$ 21,980	\$ 37,754	\$ 50,239	— 33.7	T	\$ 160,171	— 2.0
Construction Cost Index (1913-100)	678	678	662	659	+ 2.9	A	666	+ 1.5
Structures Demolished—City of Chicago	194	195	237	176	+ 10.2	T	1,193	— 14.2
Real Estate Transfers—Cook County	5,725	5,582	5,494	6,258	— 8.5	T	34,042	— 7.7
Stated Consideration (000)	\$ 1,721	\$ 3,776	\$ 2,335	\$ 3,581	— 51.9	T	\$ 19,843	— 13.7

T=Total of 7 months. Tx=Total of 6 months. A=Average of 7 months. Ax=Average of 6 months. LM=Latest Month. P=Preliminary. NA=Not Available. *Indicates residential vacancy rate. r=Revised.

(Continued on page 8)

Trends

(Continued from page 7)

	July 1961	June 1961	May 1961	July 1960	% Change 7/61 vs. 7/60		Cumulative—7 months 1961	% Change from 1960
FINANCE:								
Fed. Res. Member Banks in Chicago								
—Demand Deposits (000,000)	\$ 4,269	\$ 4,197	\$ 4,101	\$ 4,168	+ 2.4	A	\$ 4,234	+ 1.2
—Time Deposits (000,000)	\$ 2,339	\$ 2,281	\$ 2,266	\$ 1,937	+ 20.8	A	\$ 2,228	+ 18.1
—Loans Outstanding (000,000)	\$ 4,611	\$ 4,682	\$ 4,732	\$ 4,710	- 2.1	A	\$ 4,742	+ 3.0
—Com. & Industrial Loans (000,000)	\$ 2,661	\$ 2,691	\$ 2,701	\$ 2,802	- 5.0	A	\$ 2,729	- 0.7
Bank Debits								
—Seas. Adj. Annual Rate (000,000)	\$256,711	\$258,309	\$252,914	\$235,310	+ 9.1	A	\$250,006	+ 7.5
Chicago Bank Clearings (000,000)	\$ 5,725	\$ 6,336	\$ 6,284	\$ 5,300	+ 8.0	T	\$ 40,527	+ 6.0
Insured Sav. & Loan Assoc. Cook County								
—Savings Receipts (000,000)	\$ 224.6	\$ 181.1	\$ 123.8	\$ 199.3	+ 12.7	T	\$ 1,188.1	+ 9.6
—Withdrawals (000,000)	\$ 192.7	\$ 105.8	\$ 87.8	\$ 177.5	+ 8.6	T	\$ 857.6	+ 8.2
—Mortgage Loans Orig. (000,000)	\$ 91.3	\$ 104.9	\$ 88.4	\$ 87.8	+ 4.0	T	\$ 595.5	+ 18.0
Business Failures—Chicago								
—No. of Failures	46	32	36	21	+ 119.0	T	257	+ 24.8
—Total Liabilities (000)	\$ 1,471	\$ 2,312	\$ 1,520	\$ 919	+ 60.1	T	\$ 15,827	+ 26.0
Midwest Stock Exch. Transactions:								
—No. of Shares Traded (000)	2,835	2,806	4,796	2,386	+ 18.8	T	26,546	+ 43.8
—Market Value (000)	\$121,578	\$131,973	\$153,026	\$ 94,633	+ 28.5	T	\$1,025,527	+ 37.8
TRANSPORTATION:								
Carloads of Rev. Frt. Originated	96,130P	104,489	101,099	99,048	- 2.9	T	663,006P	- 17.0
Express Shipments: Rail, No. of	531,313	620,464	647,329	545,719	- 2.6	T	4,348,400	- 5.3
Air, No. of	76,040	88,309	86,650	75,959	+ 0.1	T	579,669	- 1.5
Natural Gas Dlvd. by Pipe Line (000,000) (Cu. Ft.)	31,223	32,088	38,131	28,750	+ 8.6	T	278,630	+ 13.3
Freight Originated by Common Carrier								
Intercity Trucks—(Jan. 1958=100)	121.9P	134.6	125.7	112.8	+ 8.1	A	115.7P	- 5.6
Air Passengers: Arrivals	451,012	502,347	459,473	518,524	- 13.0	T	3,082,675	- 9.0
Departures	474,760	525,804	465,910	530,926	- 10.6	T	3,160,677	- 7.8
Chicago Transit Auth. Passengers:								
—Surface Division (000)	30,501	34,296	35,468	32,835	- 7.1	T	234,221	- 5.6
—Rapid Transit Division (000)	8,422	9,103	9,348	8,727	- 3.5	T	63,428	- 3.5
Barge Line Freight Orig. (000 tons)	296,719	270,500	350,985	240,766	+ 23.2	T	1,879,438	+ 0.8

T=Total of 7 months. Tx=Total of 6 months. A=Average of 7 months. Ax=Average of 6 months. LM=Latest Month. P=Preliminary. NA=Not Available. *Indicates residential vacancy rate. r=Revised.

NEED A PARTICULAR KIND OF CAN--QUICK?

nobody CAN
deliver a CAN
faster than FREUND CAN

Ask for
your copy

Every business using
cans of any kind should
have Freund Can's lat-
est illustrated price list.
It's a compre-
hensive time and money-
saving reference which
includes practically ev-
ery type of can made--
complete with specifi-
cations and low prices. No
cost, no obligation--just
write or phone right now.

Regardless of what you
require in cans--regular
or special--you can get
immediate delivery on ex-
actly what you want sim-
ply by phoning Freund
Can.

Thousands of others do--
and save time, effort, and
money. You will, too, be-
cause--nobody CAN...de-
liver a CAN...faster than
FREUND CAN.



FREUND CAN COMPANY

ATlantic 5-7700

4445 Cottage Grove Ave. • Chicago 15, Ill.

You deal with a banker as well as a bank

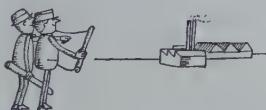
*At the Harris,
every company has
its personal
representative*

From the day you open your account here, one Harris man is assigned as your personal banker. It's his job to know you and your firm, and to anticipate your financial needs. He makes sure that the right people and facilities are available to you as you need them. He makes sure you know about all the ways Harris can help you.



We provide for basic banking needs, of course. Then there's our Trust Department (a big subject in itself) and the Investment Department.

But our services go far beyond these. Our continuing economic and industry studies, for example, which are so important to businessmen today. Or special studies to meet specific problems. Marketing data on foreign countries. Useful facts on industrial sites. Help in finding the right man for a key executive post. Evaluation studies for merger or estate purposes.



Co-ordinating all of these services for you is your personal Harris banker. You'll find him most helpful.

If you'd like to know more about our personalized banking services for business, write us for a descriptive booklet or better yet, drop in for a visit.



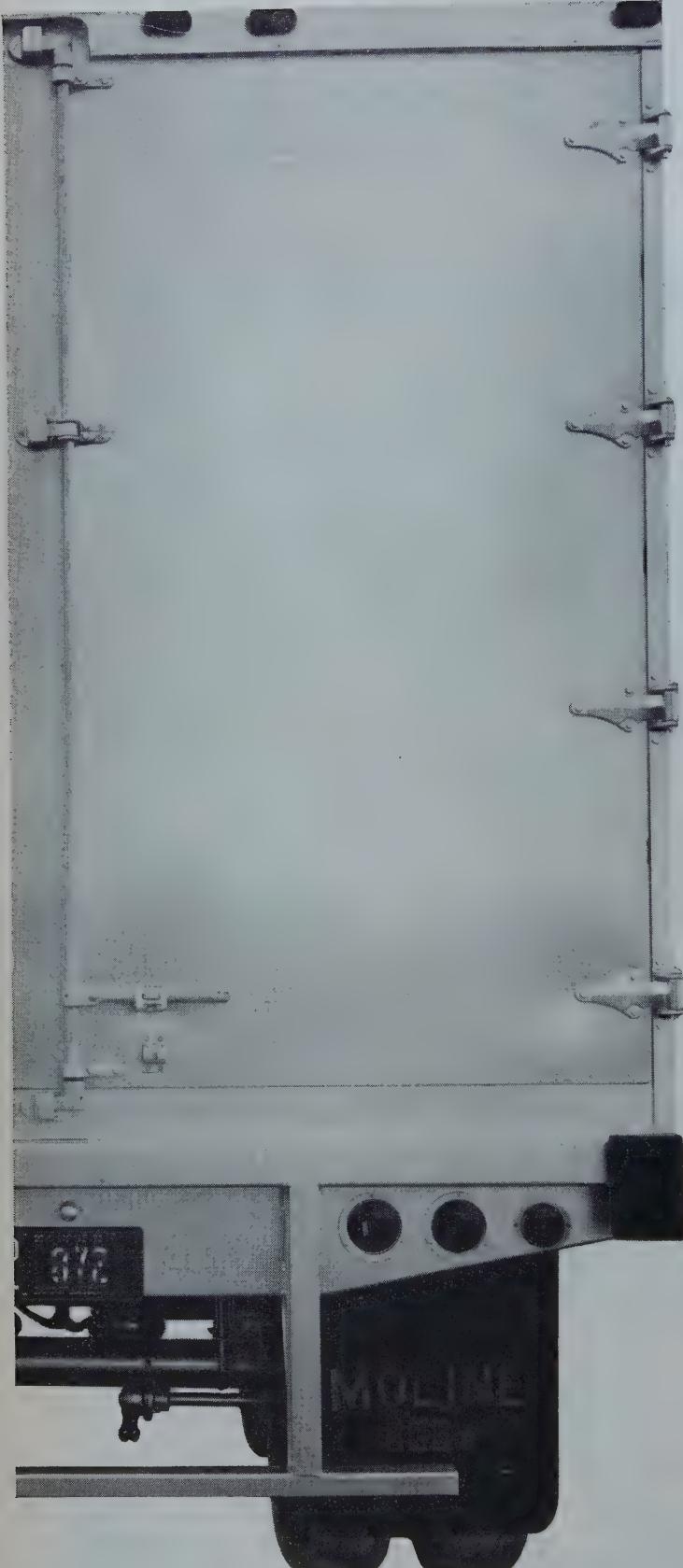
The Harris serves you all these ways:

Checking Accounts • Special Checking Accounts • Savings Accounts • Commercial Loans • Personal Loans • Real Estate Loans • Auto Loans • Safe Deposit Boxes • Personal and Corporate Trusts • Tax-Exempt State and Municipal Bonds International Banking • Correspondent Banking

HARRIS *Trust and Savings* BANK

Organized as N. W. Harris & Co. 1882—Incorporated 1907—Member Federal Reserve System...Federal Deposit Insurance Corporation
111 WEST MONROE STREET—CHICAGO 90





"ONE HALF OF OUR BUSINESS COMES FROM LONG DISTANCE PHONE CALLS"

says Mr. Robert Shoecraft, President of the Moline Body Company, Moline, Illinois manufacturers and distributors of truck bodies and equipment.

"We make and receive about 1,000 Long Distance calls every month . . . that's quite a few, but many of these calls bring us new customers, more business and more profit. And Long Distance improves efficiency . . . keeps things running smoothly. Believe me, Long Distance is so important to us that we literally depend on it to stay in business."

Many businesses increase their sales and profits by using Long Distance. Why not have an Illinois Bell Communications Consultant show *you* how Long Distance can help you? He has proven ideas and plans which can be tailored to your particular business. His services are yours — with no obligation. Just call your Illinois Bell business office and ask for a Communications Consultant.

ILLINOIS BELL  TELEPHONE

The Quick and the Dead

The admirable measure designed to keep dead people from voting in Cook County may well result in the loss of franchise for live, eligible voters unless: civic groups, employers and all communication media join forces to urge re-registration of Chicago and Cook County voters.

The Illinois General Assembly in 1959 passed an act calling for a complete overhaul of the voting lists—the first since permanent registration was effected in 1936. There are some two million eight hundred thousand names on the old lists which must be re-registered. In addition, thousands of newly qualified voters must be registered.

Employers can help by calling attention to the necessity for re-registration in company house organs, on company bulletin boards and through distribution of folders prepared by the Citizen Information Service, 59 East Madison street. These folders spell out exactly when, where and how voters in various areas of Cook County may re-register in order to qualify for voting next April. The schedules of times and places is as complicated as the task faced by election officials in this county-wide effort to remove the names of long-deceased voters, non-existent voters and non-existent addresses from the rolls.

The right to vote is the keystone of American Democracy. Employers can help bolster that keystone in Cook county by being sure that their employes are completely informed about re-registration schedules.

An SOS to Springfield

Higher fares and cuts in service can result only in fewer passengers and still higher fares and more cuts in service by the Chicago Transit Authority. This very obvious economic fact must not be further ignored or shelved in Springfield.

Relief for the CTA must be included in the agenda for the special session of the Illinois General Assembly called by Governor Kerner for October 9. The Chicago Association of Commerce and Industry, the Chicago Central Area Committee, the Chicago Real Estate Board and The Civic Federation jointly have asked the Governor to include positive steps to help the CTA in his call for a special session. The very

least the legislature can do is to provide the same kind of help it now gives to transit operators in many downstate communities, these organizations have pointed out.

House Bills 1387-89 of the 72nd General Assembly should be re-introduced and passed. These provide for reimbursing the CTA from state funds for the \$3,150,000 annual loss resulting from reduced fares provided for students. This is a minimum first step for the Legislature to take in putting the Chicago Transit Authority on a healthier financial basis. Chicago faces mass transportation strangulation unless action is taken in Springfield immediately.

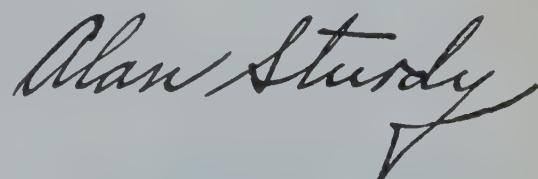
In the Name of Humanity

The \$15,750,000 needed by the Crusade of Mercy will make it possible for 150 local Community Fund agencies to help more than 600,000 of our fellow citizens.

Needs continue to mount in 1961. There are more sick, more aged, more homeless and more helpless children, more troubled and bewildered people in our midst than ever before. Services of the Red Cross, too, must be maintained. Emergencies and disasters must be met, counselling work with servicemen and veterans and their families, training programs in nursing, first aid and water safety must be continued.

The campaign opens October 2 and runs until the goal is achieved under the direction of the General Chairman, Brooks McCormick, Executive Vice President, International Harvester Company.

Support of the Crusade takes three forms — corporate or firm gifts, pledges from administrative personnel and employe contributions. There is a growing realization by management and employes and by organized labor of the necessity, effectiveness and the humanitarian motives of the Crusade of Mercy. The last two Crusades topped the goals set for them. With continued cooperation of all givers, this year's goal can and must be reached before midnight bells herald the arrival of 1962.



Alan Sturdy

**NEED
WORKING CAPITAL
FOR HIGHER PROFITS?**

**TALCOTT
HAS THE ANSWER**

**Cash advanced
on revolving
fund basis on your
accounts receivable,
inventories and
machinery**

**Installment and
lease sales**

Factoring

\$50,000 to Millions

JAMES TALCOTT, INC.

FOUNDED 1854

209 S. LA SALLE ST. CHICAGO 4

Financial 6-1444

NEW YORK

DETROIT



• **New Randall Book** — "The Folklore of Management," a new book by Clarence B. Randall, explodes the pet ideas and myths that have taken root in management practice. Randall, former president and chairman of Inland Steel Company and foreign economic adviser to President Eisenhower, looks critically at the cost cutter, studies and surveys, expense accounts, the role of the purchasing agent, the Communist "superman," executive compensation and many other areas of interest to business executives. The book, published by Dun & Bradstreet in association with Little Brown & Company, is priced at \$4.75.

architecture by a committee of local architects.

• **More Gas** — Natural Gas Pipeline Company of America has received authority from the Federal Power Commission to construct and operate facilities which will increase its daily delivery capacity by an additional 63 million cubic feet. Earlier this year the Commission approved a 105 million-foot project for the pipeline company, a subsidiary of The Peoples Gas Light and Coke Company. The two projects will increase the delivery capacity of the pipeline system by 11 per cent to 1 billion 666 million feet per day.

• **Transportation Seminar** — "Transport Costs, Prices and Profits" will be the subject of an intensive two-week executive seminar at the Transportation Center at Northwestern University October 29 through November 10. Specially keyed to the problems of executives in railroads, regulated and unregulated truck lines, airlines, barge lines, pipelines, and executives in distribution, the seminar will deal with the latest research findings on transportation cost and pricing problems, according to Franklin M. Kreml, director of the Transportation Center. Registration will be limited. Requests should be sent to Dr. Eliezer Krumbein at the Transportation Center.

• **New Shaver Kit** — Sunbeam Corporation is introducing a new counter-kit for national offering of electric shaver-blade assembly replacements and other parts for its electric razors at cash registers and check-out counters in drug, appliance, department and self service stores, B. H. Melton, general manager, electric shaver division, announces. An 18-month to two-year period represents "normal life" for cutters and blades and makes replacement cost not more than one cent per shave, according to Melton.

• **Gentle Art of Chewing Out** — Chewing out subordinates has become a gentle art, Director George S. Ordione, PhD of the University of Michigan Bureau of Industrial Relations, contends in his new book "How Managers Make Things Happen" (216 pp., \$5.00, Prentice-Hall). Ordione lists seven "deadly sins" of reprimanding: failing to get facts, acting while angry, letting the person be unclear of his offense, not getting the other person's side of the story, backing down when you are right, failing to keep records and harboring a grudge. Mapping out mutually satisfactory performance goals with each key subordinate and



**CALL OR WRITE US
So We Can Serve You
Check these Products
ALL MADE IN OUR MODERN FACTORIES**

Shipping Tags
Production Tags
Die-Cut Tags
Inventory Tags
Manifold Tags
Carbon Slip Tags
Bag Tops
Pressure Sensitive
Tag Envelopes
Labels
Decals & Transfers
of All Kinds

**2435 N. SHEFFIELD AVE.
Diversey 8-6000**

MODERN FACTORIES IN
CHICAGO and NEENAH, WIS.

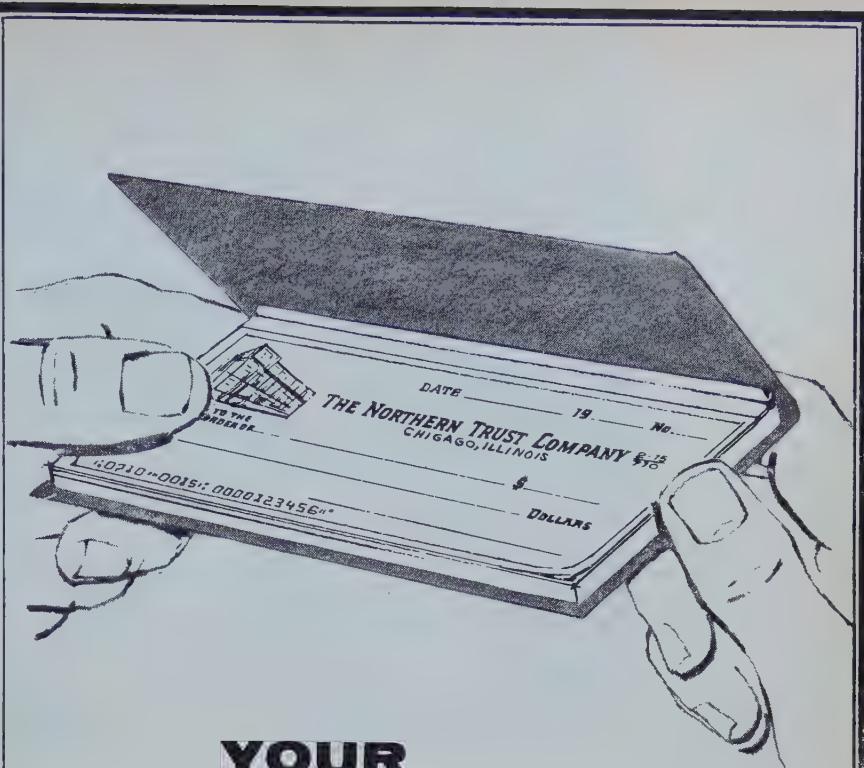
then reviewing his progress is one of the best ways to keep the need for direct discipline at a minimum, Ordione concludes.

• **Overseas Growth** — A. C. Nielsen Company, international marketing research firm, will add a two-story wing to Nielsen House, home offices of A. C. Nielsen Company Limited, Oxford, England. Founded in 1939, the English subsidiary has shown growth for 22 successive years. Although the present headquarters were completed in 1957, the United Kingdom's increasing need for marketing services has made the addition necessary, company officials said.

• **RR Safety Award** — Safety programs conducted by the Illinois Central Railroad during 1960 won a National Safety Council Public Safety Activities Award for the railroad. The award is the fourth earned by the IC. The citation recognized the railroad's trespass program carried on in 843 schools reaching 900,000 children; the company's safety work with civic and fraternal organizations; its highway-railroad crossing accident prevention efforts; distribution of safety films and the production and distribution of safety messages to commuters.

• **Small Business** — The greatest upsurge of underwriting activity in the three-year history of small business investment companies boosted assets of publicly held SBICs near \$250 million by the end of August. This is reported in the first issue of "SBIC Evaluation Service," a new monthly analysis published by S. M. Rubel and Associates, Chicago-based financial and management consulting organization. The report, first of its kind devoted exclusively to the SBIC field, also includes individual reports on each publicly held SBIC with assets over \$5 million. Subscription price is \$165 a year.

• **Hidden Office Costs** — A new booklet entitled "34 ways to cut hidden office costs" is offered free by A. B. Dick Company, Chicago. It outlines 34 photocopy techniques, which may be applied to nearly all brands of photocopy equipment, that can lower costs and expedite such work as charts and graphs, rush messages, material temporarily available and legal documents.



**YOUR
CHECKING
ACCOUNT
IS INVITED . . .**

The check you write is part of your business character. When it's a Northern Trust check, it is a mark of a sound banking connection, favorably known throughout the world. Here you will find officers ready to give prompt, personal attention to *all* your financial requirements.

Stop in or phone Mr. George Milnor, head of our Personal Accounts Division, or one of his associates. The Bank is located in the heart of the financial district, and it will take only a few minutes to open your checking account.

The
NORTHERN TRUST
Company
NORTHWEST CORNER
LA SALLE AND MONROE
Chicago, Illinois • Financial 6-5500
Member F.D.I.C.



Three tall apartment buildings in the center are part of the Prairie Shores housing development just west of Michael Reese hospital. In background is shown beginning of Lake Meadows housing project built by New York Life Insurance Company

Urban Renewal Is Your Business

By THOMAS BUCK

SEVEN years ago a small group of businessmen in the Uptown community on Chicago's north side held an emergency meeting. Present were representatives of the Uptown Chamber of Commerce, the Uptown National Bank of Chicago, the Kemper Insurance Company and the Combined Insurance Company of America.

All had a big stake in Uptown. To the businessmen, Uptown was particularly important because of its rating as one of the prime shopping and commercial centers outside the downtown Loop. Uptown also possessed many other assets — a substantial supply of housing, a good location with the lakefront beaches, parks and boulevards as the community's front yard, and excellent mass transportation facilities. The Kemper and Combined

insurance companies long had considered Uptown to be their home. Among other things, the welfare of the community was especially significant to both companies because more than 25 per cent of their employes lived in the immediate vicinity, within walking distance of their offices.

The emergency meeting was prompted by a realization that Uptown — without positive counter-action — was headed downward, first toward the deteriorated status of an old, worn out community, and then ultimately to the probable lowly stage of a blighted or slum area.

The post-World War II housing shortage had taken a heavy toll in the form of numerous conversions of apartment buildings to small dwellings that are so subject to overcrowding. More and more old man-



Before — remodeling of living room and dining room area begins in apartment at 5409 S. Blackstone avenue, Hyde Park-Kenwood

After — finished living room and dining room area in the cooperative apartment at 5409 S. Blackstone avenue

sions had slipped into rooming house use. Some of the conversions had been legal, done with city building permits; many others had not. For the most part, little, if any, effective action was being taken to enforce the city's building and housing codes.

The emergency meeting was followed by another session to which many other businessmen, property owners and other interested members of the Uptown community were invited. The cards were laid on the table in hard business logic. Without a positive program of slum prevention, Uptown would be lost. An investment in such a program was likened to buying "property value insurance." More than \$15,000 was raised at the meeting, enough to organize the Uptown Chicago Commission, retain a professional director, and provide a start for a community-wide movement.

Subsequently, \$30,000 was raised each year for the commission's budget. More recently, nine Uptown companies and institutions contributed \$59,000 for a special project of planning an initial urban renewal program to be centered about the hub of the business district at Broadway and Wilson avenue.

Uptown Prepared

Now, thanks to the foresight of its businessmen seven years ago, the Uptown community is fully prepared to take advantage of the latest federal urban renewal legislation for placing into action a broad scale redevelopment and conservation program. Many procedures and problems still must be ironed out by the community and governmental agencies, but there is no doubt that Uptown is well on its way toward warding off the dangers of slums and blight.

Uptown, however, is by no means the city's first example of how businessmen have taken the lead in the rebuilding and conservation of the city's older communities and neighborhoods. The west side, now on its way back from deterioration, has had its West Central Association for many years.

On the central south side, the Southside Planning Board, supported primarily by businessmen and institutions of the area, helped to spark a vast urban renewal program, of which the Lake Meadows housing development of the New

York Life Insurance Company stands as one of the prime accomplishments. Englewood has its Southtown Planning Association, and similar organizations are hard at work in such communities as Lincoln Park and Lawndale. Businessmen also are playing a leading role in the big Hyde Park-Kenwood urban renewal and conservation program in the vicinity of the campus of the University of Chicago.

Long Range Attack

For more than 25 years, many of the city's top leaders in business and industry have been at the forefront in the long range attack on deterioration. Here in Chicago and Illinois was pioneered much of the legal framework that now is standard procedure for solving urban renewal problems throughout the nation. For instance, Chicago devised the formula by which federal, state and city money is used to acquire and clear expensive slum property for resale at written down prices to make private redevelopment economically feasible.

For this and similar legislation, which since has become federal and the procedure in many other states and cities, credit must be given to Chicago's business leaders, along with experts in law and other fields.

But while businessmen already have participated extensively, the city's urban renewal experts are of the opinion that much more activity by business and industry is necessary if Chicago's dreams of the future are to be realized to any appreciable extent. Earlier this year, the need for greater participation by business and industry became even more pronounced with the enactment by Congress of new urban renewal legislation. Under this new act, Chicago could qualify for approximately \$120 million in federal aid during the next five or six years. This would be equivalent to the amount of money allocated by the federal government to Chicago for urban renewal in the last 11 years.

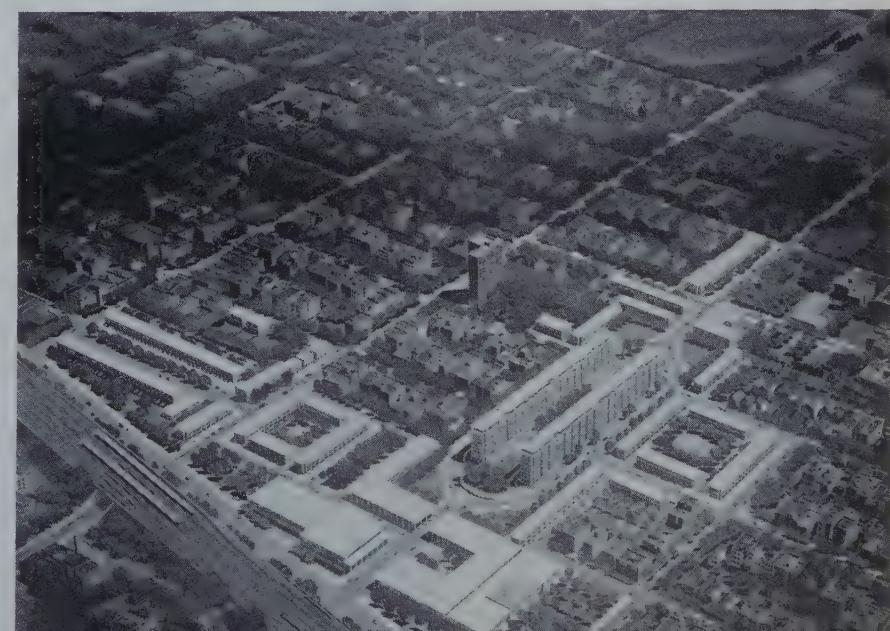
But before Chicago can qualify for its new share of \$120 million in federal aid, its communities needing redevelopment and conservation

(Continued on page 34)



Townhouses such as these replaced slum building at 5529 S. Kenwood in Hyde Park-Kenwood Urban Renewal project

Below, architect's perspective of the Hyde Park-Kenwood Urban Renewal Project after it has been completed. The twin high rise section in the center is the University Apartments, now completed. Newly constructed townhouses, selling for as much as \$40,000, are bought almost as fast as they are completed. Hyde Park "A," together with adjoining redevelopment project Hyde Park "B" contains 47 acres. In center foreground is newly completed shopping center, now fully rented



How To Catch A Musky

Art Mercier's Sportsman's Corner



Breath-taking leap is characteristic of fight waged by hooked musky



After the leap, musky often will bore deep and sulk



Keep that rod tip up! The fish still has lots of fight near the boat



HAVE a fishing partner who has fished for muskies for over ten years and has yet to catch his first fish of this species. More accurately, perhaps I should say that whenever he is in musky territory, probably three or four times a year, he tries for this fish which is so widely sought in the north central section. His situation is not typical, however. Most men who fish for muskies do much better.

A lot has happened in the past twenty years to make the catching of a musky in most of our good waters a fairly certain thing. For one thing, tackle has been developed especially for the taking of the larger members of the Esox family, including also big northern pike. This tackle, from the especially built rod to the hundreds of finely made larger-sized lures, has been marketed for the sole purpose of inducing a big fish to take a swing at them.

Most of these large lures, although they may look outsized in comparison with the usual bait casting lures and the smaller spinning sizes, will cast and handle remarkably well if the other tackle used is commensurate in size.

Standardized Rod

The rod for musky fishing is pretty well standardized at from three and one-half feet to five and one-half feet in length with a stiff action, and in many cases it has an extra long handle which will allow for two handed casting. Such a rod will handle lures weighing from five-eighths to two or three ounces in weight. There is another important reason for stiffness in a good

musky rod and that is the matter of setting the hooks. A musky has very bony jaws, armed with a full array of teeth, and rod must have a lot of backbone to drive the hooks into this hard-sheathed mouth.

Most musky fishermen use a line testing from twenty to thirty pounds which fits well the rest of the tackle. A heavy line will not "belly" in the wind behind a big lure and the extra strength allows the playing of a large fish in waters which are often snag and weed-infested.

Wire Leader

A wire leader of at least six inches in length between the lure and line is an absolute necessity in fishing for musky. By shopping around, one can find a leader of ample test (at least as heavy as the line) in very small diameter twisted or woven wire which provides protection against the fish's teeth, but which still allows free action of the lure and gives as much invisibility as may be achieved with the use of heavy tackle.

Any of the standard-sized bait casting reels may be used for musky fishing. A reel of this type will hold fifty yards of line, which is enough. One point in regard to the reel: casting large lures over a prolonged period of time can cause end bearings and level wind pawl to wear unless frequent and thorough use is made of the oil can. End bearings and level wind mechanism should be oiled at least every hour while casting, and every half hour is even better.

In musky country, the longer pike-shaped plug which sinks on re-

trieve is popular, along with large sized spinners backed up with large treble hooks covered with bucktail of various colors. These spinners usually are equipped with an extra set of trebles attached to the rear of the bucktail.

One lure which will raise and take muskies with regularity is the surface plug. Most old timers carry a full assortment of this type in their boxes and use them. The surface disturbance caused by speedy retrieve over the weed beds and along lily pad beds will often arouse a musky to strike when nothing else will interest him.

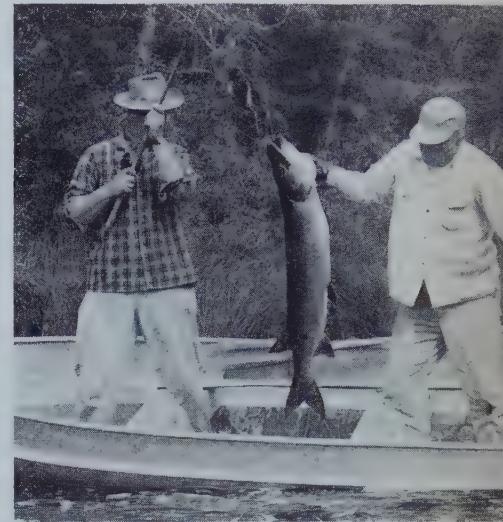
In any discussion of musky fishing fundamentals a paragraph or two on retrieve should be included. The great majority of fishermen hold that there is only one speed for re-

trieving a lure for this fish, and that is fast. More muskies have probably been caught over the years on a speedy retrieve than with any other method.

Let us say then that generally speaking, the retrieve of the lure to the rod tip should be at a good steady clip. There are some exceptions to this rule. One of them is when you have raised an old bruiser, and he follows into the boat but fails to take the lure and then sinks from sight or slowly turns away, try him later with different lure and a halting, rod tip jerking retrieve. Perhaps this time he'll take it solidly.

Many years ago we were fishing Big Mantrap Lake in Minnesota. Like most musky lakes, there were a number of known hang-outs for

Wives often take a dim view of mounted trophy fish in the living room. This one probably is destined for display in the den



Below is scene typical of the musky's domain in the Hayward and Minocqua areas of Wisconsin



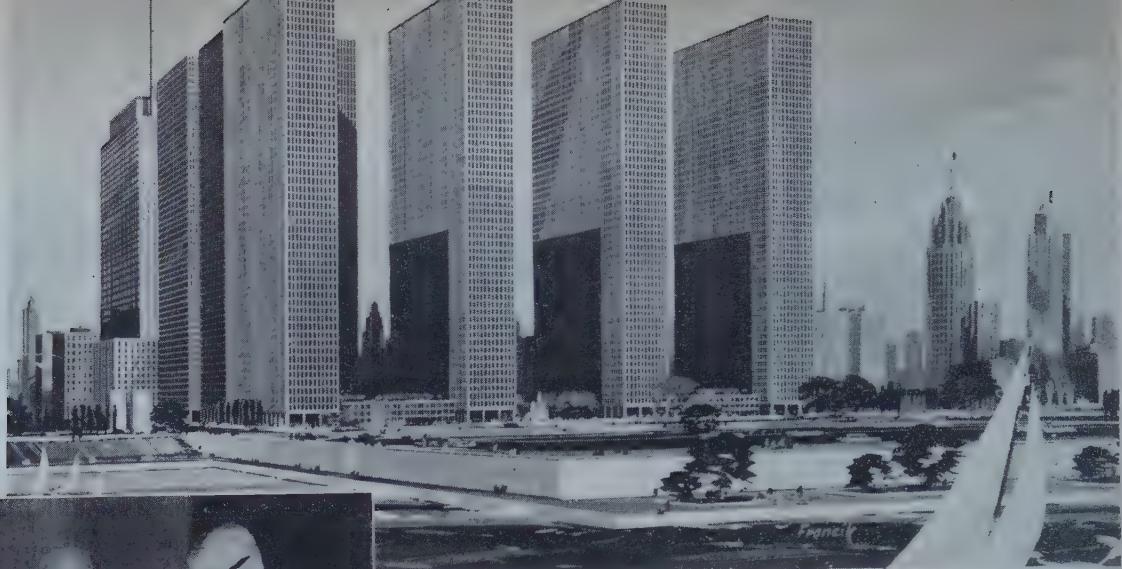
good fish. One of these was in a shallow lily-padded bay where my father and I had raised a musky three times with never a solid strike. One cloudy summer day we returned to the little bay to test a theory my father had devised the night before. His theory, in substance, held that this fish had seen many lures, all speeding across his lair. Why not try a slowly working lure with plenty of pauses and a lot of splash?

Smashing Strike

The first cast to the edge of the lily pads and the second pause, as the double spinner surface lure lay motionless on the water, brought a heavy smashing strike and twenty hectic minutes later, twenty-seven pounds of fish was in the boat. You'll find as we did, that it pays occasionally to change from accepted method and try an unorthodox approach in taking fish which refuse to follow the ground rules.

Where to look for muskies in a lake or stream is a problem of wide scope, but of fairly static location. It is well to remember that this fish is fond of shallow water. The musky is able to withstand high water temperatures. True enough, when the summer is upon us and the bloom is

(Continued on page 30)



Artist's sketch visualizes how the four apartment buildings in recently announced \$500 million Illinois Center development will appear from Lake Michigan. Familiar landmarks on the Chicago skyline include the Prudential Building, at the left, visible behind the first apartment, and the Wrigley Building on the right. Below the sketch, sponsors of the huge development are shown using a scale model to discuss buildings that will rise in six-block Chicago lakefront site. Leo J. Sheridan of the Chicago realty firm (r.) points out how new 52-story apartments will look when completed. Seated (l. to r.) are: Jack Frost, Illinois Center chairman of the board and Roland S. Bond, Illinois Center director. Standing in the rear (l. to r.) are A. C. Allyn, president of Illinois Center and Charles Murphy of Naess & Murphy, architects and engineers.

Dr. Maurice D. Kilbridge, (l.) Armour Research Foundation consultant, explains new method of balancing assembly lines to W. B. Scott, vice president of Manufacturing, Motorola, Inc., and D. W. Thomas, manager of industrial engineering, Ford Motor Co., as Dr. Leon Wester, Foundation researcher (r.), observes. Kilbridge and Wester developed new system which was introduced to nation's top industries at Foundation-sponsored seminars on assembly line problems

Automatic Electric Company's plant and offices in Northlake, Illinois. Arrows show locations of recent additions: (upper), newly constructed Industrial Products Division; (lower), addition to Automatic Electric Laboratories. New laboratories extension increases total size of plant to 1,575,000 square feet, about 37 acres

Business Highlights



(Below) Structural steel work for the biggest boiler ever built in Chicago area is nearing completion at Commonwealth Edison Company's Will County generating station on the Illinois waterway near Lemont. More than 4,000 tons of steel are being used by American Bridge Division of United States Steel Corporation in building the structure which will support the 20-story high boiler. When completed in 1963, the boiler will burn in excess of 5,000 tons of coal a day, about 100 railroad carloads. Steam produced will power a 510,000 kilowatt turbine generator unit which will have capacity to serve a half-million homes



(Above) Meinhard Hilf (r.), German exchange student, discusses banking procedures with Cyril G. Burgess, second vice president in the International Banking Department of The Northern Trust Company. Hilf is spending 10 weeks as a trainee at the Chicago bank prior to resuming studies at the University of Munich. He is visiting the United States on a program operated by the Association for the International Exchange of Students in Economics and Commerce, with the University of Chicago as one of the participating AIESEC schools



Acting Argentine Consul, Marcos A. Morinigo (r.), is shown some of testing equipment included in mobile testing laboratory being sent to Buenos Aires. Conducting the tour is Robert N. Manatt, director of international sales for Soiltest, Inc., designers and builders of the first mobile lab sent to the Argentine. Lab shown will be used on government highway construction by the firm of Sycic Impresit Empresas Asociados S.R.L.

An experimental Hydroframe-60 Flat Car, built by Pullman-Standard Division of Pullman Incorporated, makes its first test shipment for the Celotex Corporation. Loaded with 123,508 pounds of gypsum wallboard, the car traveled 860 miles over three rail lines, arriving claim-free at destination

Highlights Continued

First shipments of outboard boats to be carried piggyback by a railroad were sent from Brunswick Boats Division, Little Falls, Minn., to Seattle via Northern Pacific Railway and to Beaumont, Texas via the Chicago Burlington and Quincy lines. Allen C. Stone, Brunswick's Staff Manager, Transportation, said: "Although the speed of shipment is about the same to Seattle, we are able to better handle peak shipping periods by using rail transportation in addition to our own fleet of 80 trucks. The cost of piggyback to the Pacific Coast is somewhat lower than overland trucking."



Construction has begun on the \$7 million Shoreline Towers luxury apartment project at 6301 N. Sheridan, Chicago. Sponsoring group is headed by Arthur Hollub. Architects are Karlin & Karlin. Construction contracts have been signed with C. A. Tharstrom & Co., Skokie. The 24-story building will have 312 four room units and 88 five room units.

Swift & Company officers took part in traditional ribbon cutting as the company moved to new headquarters at 115 West Jackson Boulevard. Shown in the new building (l. to r.) are R. W. Reneker and T. G. Redman, Vice Presidents and Directors of Swift, and P. M. Jarvis, Swift President.



She's taking a picture. A clerk at recently expanded St. Paul Federal Savings and Loan Association of Chicago places a signature record card before a closed circuit television camera which takes a picture and relays it to one of 10 TV monitors located at teller stations throughout the bank. System, designed by Dage Division of Thompson Ramo Woolridge, Michigan City

THE CLIMATE FOR INVESTMENT IN MEXICO

By H. E. LIC. RAUL SALINAS LOZANO

Minister of Commerce and Industry of Mexico and Personal Representative of President Lopez Mateos of Mexico



H. E. Lic. Raul Salinas Lozano

Senor Salinas was the featured speaker at the Salute to the Western Hemisphere Dinner during the Chicago World Marketing and Inter-American Conference held in conjunction with the Chicago International Trade Fair in McCormick Place. The following article is taken from his talk on the occasion of the gala opening of the Fair and was the culmination of the plenary sessions of the Conference. ED.

ONE COULD not have a thorough idea about the possibilities of investment in my country, without first understanding what Mexico is, its hopes, its course and its doctrine in the present world of its historic evolution or, in other words, what Mexico has been, what Mexico is and what Mexico has the right to be.

Two basic elements define our nature and our way of life.

The first is the nature of the land, which was not generously endowed with productive resources and means of livelihood. Our mountainous territory, with scarce rainfall, without a well-established change of seasons, with extreme climates of dry heat and excessive humidity, would appear to be ingeniously created for frustrating the tenacity and the most elementary and fair aspirations of man. In this environment everything appears difficult and challenging. Everything calls for great efforts in order to obtain what we need: to break mountains for the purpose of opening roads at great expense; to preserve even the last drop of water for our thirsty land, or to build large dams and canals that



A record crowd for a meeting of its kind was present to hear Senor Salinas' talk at the Salute to the Western Hemisphere Dinner. The overflow crowd of more than 2,700 was seated in the spacious banquet room at McCormick Place and in several adjoining meeting rooms for the principal address.

will avoid harmful floods; and to counteract the unmercifulness of the climate, so as to reduce unhealthy living conditions.

The second basic element which defines our nature and our way of life is, from a historical point of view, perhaps even more important than the first. The behavior of the Mexican of today is not an improvisation brought about by the tense situation in which the world lives today. Neither is our way the product of a selfish opportunism which would force us to pretend because of fear, greediness or hypocrisy. Our behavior, our doctrine and our attitude are inspired by the splendid heritage of the men who built our country and established it upon unmovable foundations of freedom, democracy and social justice, furnishing it also with a sincere and permanent calling for moral

assertion among nations and of independence within a creative and civilized coexistence.

We are not a country isolated from the great political and philosophical currents of thought created by man and which today are to be found everywhere in the shrunken world of our time. We also are, no doubt, the product of our coexistence with all the countries of the earth. If it is true that the native element in us persists and lasts longer and with greater force, we are constantly alert—as our forefathers were—in order to blend it with anything that will help us to achieve what we want: the improvement, as soon as possible, of the physical and spiritual living conditions of the large masses of our population.

Our cultural hybridization rests upon seventy aboriginal groups and

(Continued on page 43)

Unclogging Chicago's

City comes to grips with problem of creating

By WILLIAM R. MARSTON

First Deputy Commissioner, Department of
Streets and Sanitation, City of Chicago



William R. Marston

PLAN to take a very unscientific approach to the transportation problems facing Chicago and the surrounding areas. We have been fooling around with O-D surveys, cost benefit ratios and complicated formulae for calculating everything from merging distances to 1980 expansions of trips to visit grandma. So much effort has been expended in proving that we cannot afford *not* to build an ever increasing mileage of freeways that we have been sweeping some of our basic problems under the rug. It might be an interesting change to hear a different approach from one who is involved in stretching tax dollars.

Because some of my later remarks may be misunderstood I wish to emphasize now that I am not opposed to Freeways. I believe that they are

a valuable part of a transportation system for Chicago as well as for any other city and are as important as arterial streets and mass transportation. What I do oppose, however, is the disregard for Chicago's foundations that is showing up in some quarters where planning is being done. What value is an imposing facade if within—ugly little termites are eating away at the foundations?

It seems to me that too much effort here and elsewhere is being made to show why we can't afford not to have an extensive freeway system. The millions of dollars that are estimated to be saved show up fine on bar charts—but unfortunately no one shows the losses caused by not doing some of the unglamorous foundation work. I further believe that the many volumes written that purport to compare arterial streets with Freeways are misleading and not in accord with facts in some key instances.

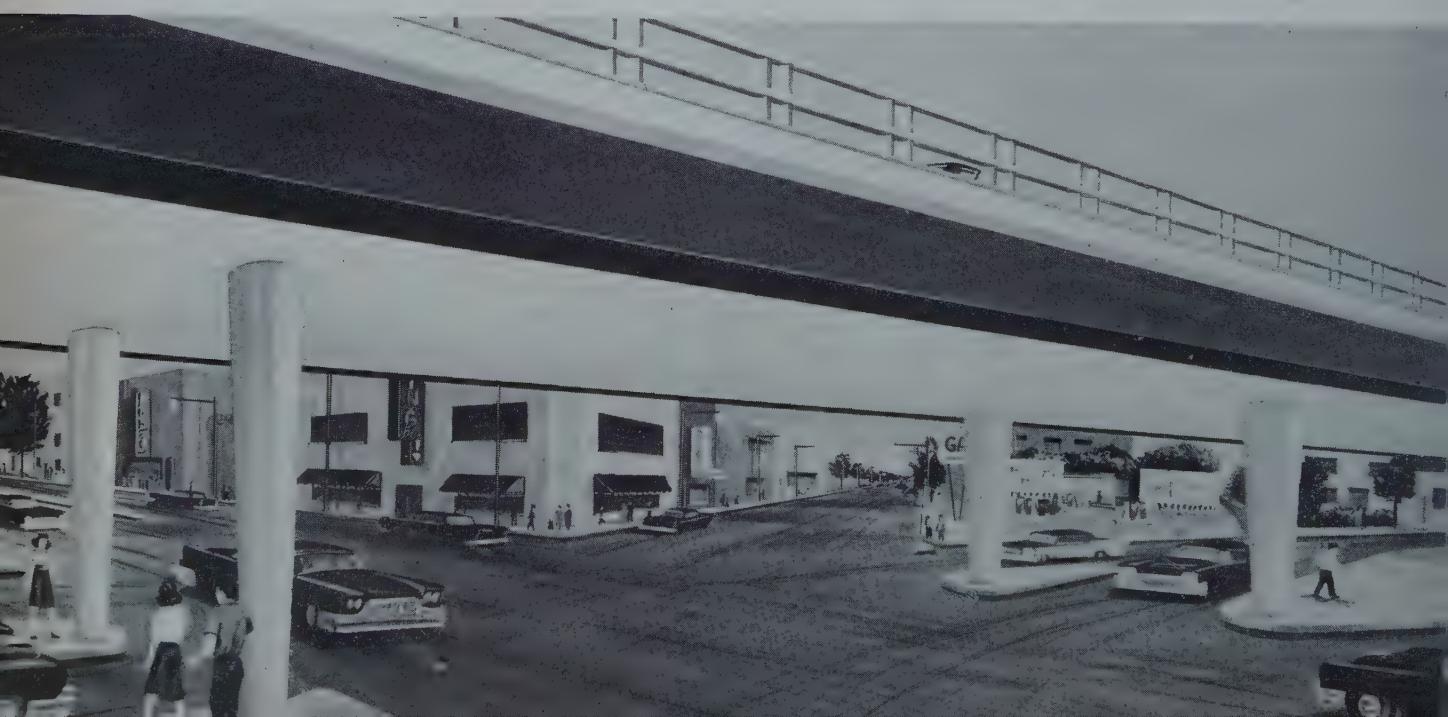
Arterial streets and Freeways are not comparable. They are similar only in that they both carry vehicles.

To compare Freeway operation with the operation of a facility that forms the backbone of our city and provides access and service to our land areas is subject to question. Why must we try to prove obvious facts: there are no pedestrian accidents on a facility where there are no pedestrians; no right angle collisions where there are no right angle movements; and where there are no stop and go lights and no parking and no driveways, speeds will be better most of the time? But the computers roll merrily on grinding out more and more of this type of material.

User-Benefit Analysis

Some planners insist that a user-benefit analysis that shows great savings proves that we cannot afford to be without a certain facility. We can prove that improvements for most major intersections in Chicago are needed with no difficulty at all. Such calculations can provide a means of establishing priorities and

Low-cost construction now under way will help provide free movement at key Chicago intersections. Shown is through lane overpass at Western-Belmont-Clybourn



Arterial Streets

free traffic flow on preferential avenues

for propaganda for an increase in taxes, but are of little value otherwise. After we have determined that we can't be without "whatever it is" there are a few other facts that need careful consideration. First, where does the money come from to do the job — do we drop some of our work around the foundations or do we increase taxes? Second, how do we remove all of the homes and factories from the path of our improvement?

Family Relocations

Here in Chicago we haven't really been involved in any great amount of family relocations with our present expressway system — the routes have been alongside railroads and through worn out areas to a high degree. The unconcern of highway authorities, at the Federal level particularly in spoiling the continuity of our urban area is, we hope, subject to a change for the better. Dead-ending of local streets and walkways and disturbing mass transit facilities for our Chicago residents cannot continue if Chicago is to exist as a cohesive unit.

I have had Freeway enthusiasts tell me that without an expanded network of Freeways we would not be able to compete with other large urban areas because speed of travel is so important. I believe that the

compactness of our city is one of our great assets. Our concentration of cultural centers, of banking and of commerce should be maintained.

Here are a few statistics that will provide a better understanding of Chicago's traffic situation. There are about a million vehicles registered in Chicago and 350,000 come in from the suburbs each day. These vehicles operate about 20,000,000 vehicle-miles on a typical work day. About 3,000,000 of these miles are on expressways and about five and a half million of them will be when the initial system of expressways is completed. Fifteen million of the vehicle miles are on the major or preferential streets and 2,000,000 on local residential streets. The total vehicle miles in the metropolitan area is around 35,000,000 daily. At the time of maximum movement there are about 325,000 vehicles moving in Chicago's streets. The major street network is, in general, a grid system with major streets at half-mile intervals. The most continuous are the streets spaced at one-mile intervals. Traffic signals are spaced generally at quarter-mile points so a progressive speed of twenty-eight to thirty miles an hour in the four directions is possible. Diagonal streets occasionally spoil this progression, and in some of these cases simple low-cost grade



The Western-Belmont project, view is north toward south end of north approach wall

separations are in place or under construction. These will reduce the effect of this complication.

The daytime population of Chicago's central business district is around 850,000 persons. About 350,000 of these enter between 7 a.m. and 9 a.m. — eighty per cent by mass transportation. City-owned parking facilities in the central business district accommodate 6,700 cars and private facilities another 40,000. The area is the terminus of most of the expressways now under construction and is served by the Outer Drive. This, by the way, was the first such road of expressway characteristics and has been serving as many as 140,000 motorists daily for 25 years.

In 1950 a report that made recommendations for improving traffic in the central business district was developed by a special committee ap-

(Continued on page 26)

Completed is the Archer and Ashland project. View is looking northeast

Looking northwest, Archer avenue at Ashland, which now provides freely moving through lanes at a complicated intersection. Overall efficiency is up more than 70 per cent over old intersection





The Conference — Management Tool

Leader must understand dynamics of problem-solving meetings

By **GEORGE V. MOSER**

THE problem-solving conference is considered by the modern executive as an important management tool. This conclusion becomes obvious when the executive takes stock of the time which he is required to spend on discussions and conferences with the various members of his organization. Estimates of 60 per cent are typical and many run much higher.

Those who have learned to use this tool with some measure of skill also observe that a significant by-product results from such use. They find that the effective use of conferences results in a kind of management climate that is particularly conducive to executive growth—one that stimulates the personal development of each participating manager be he leader or member. The executive who is doing the best job of handling his problem-solving conferences is likely to be the executive who is also doing the best job of manager development.

Reason for Meeting

When one considers how to conduct a successful conference, he first looks to the reason why the meeting is necessary. He needs to know the purpose of the meeting and what is to be accomplished. This is important because the general method and specific techniques which he chooses will vary with the goal to be achieved. For instance, if the aim of the meeting is to tell people something they do not know; i.e., to give information, then the leader selects the lecture method or one of its variations. If the purpose of the meeting is to teach people to do something they cannot already do; i.e., teach a skill, then the method

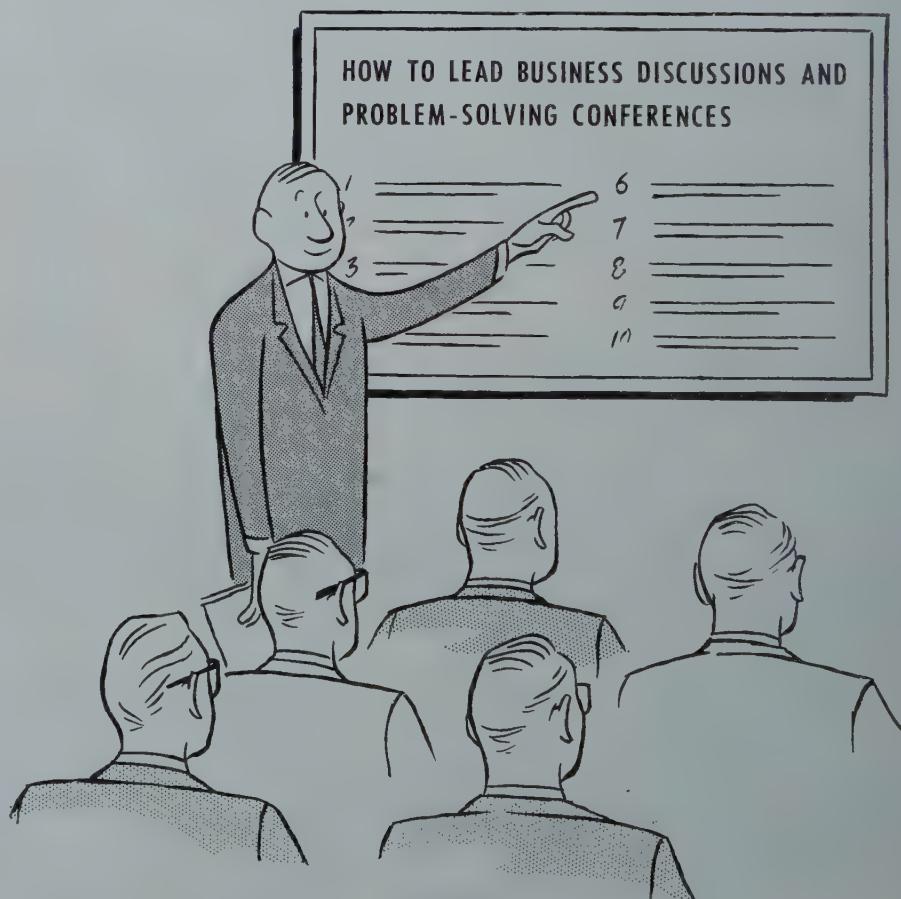
selected emphasizes instruction instead of information giving.

On the other hand, if there is a problem to be solved, the leader plans to use the discussion method or what is commonly termed, a conference. Thus the leader makes sure he understands the purpose of the meeting clearly so that he may select an appropriate procedure. These comments will be concerned, then, with the techniques which a leader selects and uses when he hopes to

conduct a successful problem-solving conference.

A conference is commonly defined as a meeting of two or more individuals to pool their ideas for solving a problem. Such meetings are often specifically designated as problem-solving conferences. This kind of meeting is particularly suited to the needs of the manager who finds it necessary to consult frequently with the members of his own department

(Continued on page 50)



Training in the skills of leading business discussions and problem solving conferences should be a requirement for everyone who directs the work of others

REVERE

proudly presents

QUELSPRAY

STOPS RUST AND CORROSION

THE NEW Aerosol Vinyl Protective Coating Perfect for *TOUCH-UP* • *REPAIR* • *PRODUCTION*

IN STOCK FOR IMMEDIATE SHIPMENT!

QUELSPRAY—a tough, durable plastic coating with exceptionally good dielectric properties—makes an excellent electrical insulator... seals out moisture... stops rust and corrosion... gives long-lasting color identification. A MUST WHEREVER PROTECTION IS NEEDED!



Ideal method for protective insulation on electrical devices of all types.



Excellent electronic dielectric properties for all high-frequency applications.



Indicated for protection of nuclear devices from corrosive substances.

CHECK THESE FEATURES:

- Resistant to acids, fumes, weather, moisture, alcohol, scuffing, abrasion and sunlight • Dries in minutes—won't craze, creep, chip, crack, crinkle or chalk
- Insulates, protects, recolors and adheres tenaciously to metal, glass, wood, concrete, plastic, fabric, conduits, boxes, switches, motors, name plates and many other coated and uncoated surfaces • Filters out ultra-violet light and protects light-sensitive chemicals. • Protects documents from deterioration • Gives long-lasting color identification • Prevents arcing in TV receivers

List \$2.69 ea.
1 lb. CAN

Quantity and industrial discounts quoted on request. WRITE OR CALL

CLEAR
No. 204

VINYL
PROTECTIVE COATING

DRIES IN MINUTES
OR *Faster*

Available
in clear, black,
white, red, blue,
green, aluminum, gray,
orange walnut,
yellow and
turquoise.

REVERE ELECTRIC SUPPLY CO. Dept. No. C961
2501 W. Washington Blvd., Chicago 12, Ill.

Gentlemen:

Please send me prices and literature for Quelspray Vinyl Protective Coating.

Name _____

Company Name _____

Address _____

City & State _____

REVERE

ELECTRIC SUPPLY CO.

2501 West Washington Blvd. • Chicago 12, Illinois

Seeley 8-3636

Unclogging Chicago's Arterial Streets

(Continued from page 23)

pointed by the Mayor. This report recommended a system of one-way streets, exclusive bus lanes, stricter curb controls and the separation of pedestrians and vehicles. In accord with these recommendations a complete system of east and west one-way streets has been effectively operating for several years and a transit lane on one of the Loop streets is giving excellent service. The separation of pedestrians and vehicles is not yet done but this must come soon. In the last few years all but a tiny fraction of the major streets have been equipped with modern lighting and almost all of the residential sections are relighted. Traffic deaths fell from a high of 986 in 1934 to less than 300 in 1960. There has been a reduction in deaths each year for the last eight consecutive years. All of this has been achieved without major changes in our street system.

A plan for the central business district has been prepared. Plans are under way on government centers and more high-rise buildings

along the river and Lake front. The development of a new section east of Michigan Avenue has begun.

This great show of strength by our central area coupled with the entire metropolitan growth provides us with an intensely exciting field in which to work. Those of us responsible for providing the best and more practical transportation system for this dynamic area have before us a very pleasurable and gratifying career.

Unfortunately, Chicago like most urban areas grew with too little planning. While great park systems, forest preserves and a marvelous lake front are among our assets in Chicago, all provided by far-thinking men, we also have problems they left with us. We have offset streets creating miserable jogs; there are diagonal streets that meet two other streets to create six-legged intersections; we have streets that are not continuous and vary in right-of-way width, and we have business streets that become residential streets in an adjoining suburb. A most serious

situation is the varying types of frontage and the lack of proper building setback. Most cities including Chicago, are faced with the task of preserving this hodgepodge which can't possibly be thrown away because of the impossible replacement cost. Many have advocated that this be done, however, and are waiting until they can afford to do so. Consequently, many cities have made little or no progress toward reducing stagnation.

Chicago was among the earliest of the cities to come to grips with the fact that a city must make use of serviceable things that can be adapted for today's uses. Most cities, including Chicago, cannot afford to throw away last year's streets just because they are not quite in style. We can't throw away anything that can be made to work. It is time, it seems to me, to start thinking realistically in regard to our urban transportation system; time for highway planners to stop trying to build rural highways in cities and to start developing urban roadways that are practical and economically feasible.

Chicago does not intend to make radical departures from her rectilinear street system. We shall adjust



OCTOBER



"When Muskies Strike and Grouse Fly" -

MUSKY — WALLEYE — BASS
GROUSE — WOODCOCK — DUCKS
EXPERT GUIDE STAFF

We provide the modern accommodations, delicious meals, top service that Executives and Professional Men want — 41 years of operation by the Ross family assures operating know-how. We have great fall fishing plus Wisconsin's best Ruffed Grouse hunting in a million-acre National Forest. Write or phone for reservations and brochure. Rates \$12 to \$18 per day American Plan. Guides \$15 per day. Also a wonderful place for your family vacation in summer.

LAKES AND RIVER FISHING — TACKLE SHOP — NEW BOATS — MOTORS

16 Modern Cabins. 60 Guest Capacity.
ROSS' TEAL LAKE
Recommended by Duncan Hines and 
Phone 563F21

HAYWARD

● Rte I Box 241C ●

Lodge

WISCONSIN



Of course
your company
has a
banking
connection . . .

COURTESY POPULAR PHOTOGRAPHY

is it *nimble* enough?

A business has to be fast on its feet these days. So does a bank. It should be able to help you plan and make the most strategic moves . . . toward plant expansion, new equipment, new products, new markets. It should advise you on the best way to get more out of existing capital, or suggest ways of adding to working funds profitably.

Continental's agility in these areas has helped many small companies grow large, and many large companies grow larger. Let us show you how our experience in being nimble can help you. Your call to SState 2-9000, Extension 877, will be most welcome.

CONTINENTAL ILLINOIS
NATIONAL **BANK**
AND TRUST COMPANY OF CHICAGO

LaSalle or Clark at Jackson

Member F.C.I.C.

the alignment of major streets and rebuild them to make them compatible where necessary but they will continue to be the foundation of our traffic plan. Mass transportation will continue to hold a prominent place in moving people between home and work. Expressways are and will be important links in the traffic system. Mass transit in the form of rail service or bus service will be incorporated on expressways where justified.

As the struggle to undo our transportation tangle has progressed through the years we have concluded that major limited access highways are not the cure-all. Even if they were we don't feel that we can afford to sit back and wait for this solution. It is evident to us that regardless of these highways the amount of traffic that must be served by major streets is and will continue to be substantial.

We believe that normal city circulation traffic not served by expressways will demand improvements to our major street system and in providing facilities for this movement we can arrange to handle some of the so-called through-movement with little additional cost. The serv-

ice provided by these major streets can be attractive and proper for most urban traffic. With the limited amount of highway money available we hope to improve service for as many vehicle miles as possible in the shortest time with a minimum disruption to the dense urban area. The value of relatively small improvements to surface streets is immediately realized. These major streets will need reconstruction not only to serve the urban traffic load but also to eliminate any depreciating effect they might have on abutting property.

Reorientation of Traffic

We have uneconomical strip commercial developments, we have badly planned areas and we have incompatible land uses, and above all we have a street system of 3,700 miles that has to be used, insofar as possible, to provide traffic ways for street traffic today and tomorrow. Many square miles of the city have worn out. A lot of it is along major streets. The miles of strip commercial development should get intensive study. Why not a reorientation of traffic using traffic renewal

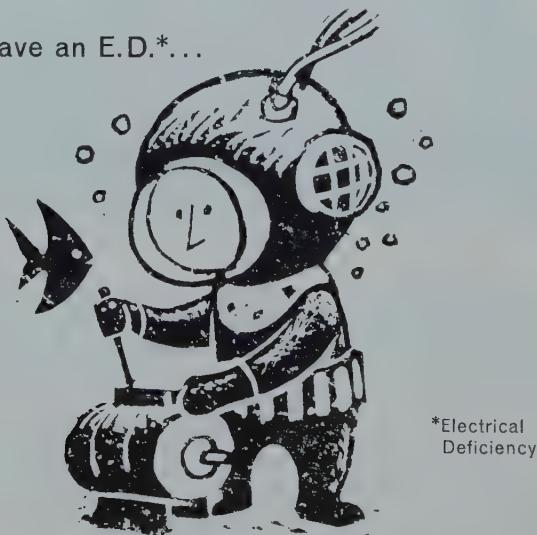
as an aid to urban renewal? If we could buy a block-wide strip along some of our major streets that have deteriorated frontages, we could provide a new kind of development that would fit with a new street and this in turn would tone up the interior community and strengthen it. Let us suppose that we could build a new street not much different than some we now have but screened from bordering property. Service drives could serve the frontage. This is an exciting approach. Equally as exciting are the possibilities for renewing some of our great shopping centers — ring roads and two level streets have a place in rebuilding them. The proposals for improving the Central Business District include such plans.

Traffic planning is one of the keys to the redevelopment of the worn out areas and to the conservation of those that are merely tired. Close cooperation with the Department of City Planning and urban renewal agencies has resulted in plans that are reasonable and possible of accomplishment. The various urban renewal agencies, through the Planning Department, are furnished a traffic report as one of the first steps in planning an area. Proposed street widths are given for the streets to remain, traffic volumes are estimated and streets possible of closing are listed. Information about probable future expressways and the effect of these on the area is provided.

Workable Design

Using this as a guide, preliminary plans are developed and then through joint effort a workable design is made ready. Street improvements and changes are scheduled for construction to fit the redevelopment schedule. This may include the complete reconstruction of one street to provide sufficient capacity so another can be closed or it might involve the shift of a street to a new alignment. A number of streets are being reconstructed to designs that will better fit the rebuilt area as well as carry traffic far more efficiently. A preferential street system made up of a grid network of interconnected trafficways which now carry, or should be improved to carry, intercommunity traffic within the city and between Chicago and adjacent communities has been developed. The preferential street sys-

When you have an E.D.*...



it's time to call HYRE! Motors will conk out at the worst possible times! HYRE has complete repair service available at your call 24 hours a day!

- Wiring
- Motors
- Generators
- Repairs
- Maintenance
- Installation

HYRE ELECTRIC CO. 2320 W. Ogden Blvd. • CHesapeake 3-6100
SINCE 1912
INDUSTRIAL AND COMMERCIAL LIGHT AND POWER

tem connects neighborhoods in Chicago, provides circulation between neighborhoods, and serves as a basis for development and redevelopment of neighborhoods. The streets making up this grid are primarily the north-south and east-west one-mile and one-half-mile thoroughfares.

Where feasible, the preferential streets connect with state and county routes at the city limits. The network of preferential streets provides a basis for transportation planning and it serves as a guide for agencies that revise, improve, and provide trafficways. This plan was developed by the Bureau of Street Traffic and the Chicago Plan Commission early in 1950. The alignment of preferential streets is sometimes changed slightly to make them fit a development. However, in those cases the realignment must provide service as adequate as the original.

We hope to develop the preferential street system to its necessary standards through a series of stages, based on a priority system, as finances and opportunity permit. The stages are: 1. Treatment of intersections by channelization, throat widening, and grade separations as

conditions warrant. 2. Provision of proper geometrics for safety and capacity within existing right-of-way. 3. Acquisition of additional right-of-way through building set-backs and redevelopment to provide additional capacity where necessary. 4. Construction of new preferential streets of high engineering standards in ultimate right-of-way.

Preferential Mileage

Wherever possible, the improvements made in the existing right-of-way will be designed so that they will apply after the ultimate right-of-way is acquired. About 800 miles of our 3,700 miles of streets are of this category. Traffic volumes vary from about 15,000 vehicles a day to over 40,000. Roughly 300 miles of the preferential mileage is destined to be developed to major standards with frequent grade separations and in some cases service drives. These streets will have design capacities up to 45,000 vehicles a day. Most of them will be designed for not more than 35,000 vehicles daily.

Much of the preferential street mileage that we intend to develop

to the highest standards is already carrying traffic volumes of as much as 35,000 vehicles a day but doing so under considerable pressure. It is estimated that this mileage would not carry materially less traffic if a greatly enlarged limited access highway system were to become available. It is therefore necessary that these major streets be improved and brought up to a level of performance that will reduce pedestrian-vehicle conflict, increase vehicle speeds, cause the minimum amount of damage to abutting property and provide the best possible service to this property. As urban renewal programs have gone forward, right of way has been set aside that will permit the major streets to be reconstructed. In areas where all new buildings are proposed we request and get 100 feet of right of way for street sections where no access to the property is needed. In other words, 100 feet will be ample for our purpose provided that there are no curb openings except those that will not in any way interfere with traffic movement and provided no curb interference will develop. Where such is not the case, sufficient additional

For a Vacation of Fishing and Relaxation Visit

DONLIN'S RESORT OF THE NORTH

Formerly Dolhun's

A FISHING PARADISE

Located on beautiful LAKE TOMAHAWK IN NORTHERN WISCONSIN, 1½ miles north of the town of Lake Tomahawk, Wisconsin.

Easily reached by car on U. S. highway 47, only 335 miles from Chicago . . . Or fly in with your own plane — we have our own airport, 3,200 ft. runway, beacon light, and hangars and unicom. 122.8. Aviation gas — 80-91-100 octane.

Finest accommodations:

Modern Motel and 12 Deluxe Housekeeping Cottages —

Dine at our famous Starlight Supper Club

For Your Convenience: Car Rentals, Boat Rentals, Excellent Guides Available.

FISH, RELAX AND ENJOY YOURSELF

We will gladly furnish further information upon request.

Write or call Mr. "Len" Donlin,

Lake Tomahawk, Wisc.

Phone Area Code 715, BR 7-2020

right of way is set aside to permit the installation of service drives.

Street sections of substantial length can now be built to the new standards and we are hopeful that a way will soon be open to us to procure right of way in other areas of the city in an orderly fashion that will not create any unnecessary hardships or disrupt city functions.

Most of the preferential street mileage has already been treated in some manner to improve traffic movement. The improvements consist largely of medians and left turn channelizations. Thousands of miles of lane lines are maintained to achieve more orderly flow. A traffic signal plan which was mentioned earlier is in use which limits signal locations primarily to quarter-mile points to provide a good progressive movement.

Taking an important place in the improvement program is the low cost simple grade separation that provides freely moving through lanes for some of the movements at a complicated intersection so that the capacity here can be made to match that of the adjacent intersections. Several structures are being

designed and one has been completed. The one completed is at Archer and Ashland. The second is under construction at Western-Clybourn-Belmont. A third is being started at Pershing and Ashland. The one now in place has exceeded our expectations and has produced a substantial improvement in traffic efficiency at the intersection it serves. Some movements were doubled in capacity and the overall efficiency is up more than 70 per cent.

One of the major stumbling blocks to the improvement in traffic capacity is the difficulty of solving the problems that occur when a major street passes through a large shopping center. Several plans have been advanced to increase capacity and at the same time improve the shopping center. By applying the principle of the ring roads and bypassing through-traffic, we believe we can achieve a reasonable compromise. All centers are now being studied and it is very likely that some concrete action will begin within a very short time at one large center.

We feel that this phase of our work is extremely urgent in that we

must halt the decline of our shopping centers and help them compete with the attractiveness of the suburban plaza. It is of great importance to our city that the commercial establishments within its limits maintain and strengthen their sales records. Because of this and the needed traffic improvements through the areas, we have placed this work at a very high priority.

Among the paramount aims of Chicago's traffic planning is the preservation and enhancing of the economic, cultural and social values of the entire city. It is important that all planning — both highway planning and land planning be aimed toward what is best for Chicago and its tributary area. Local policies must be respected. We therefore feel that modernizing the preferential street system is extremely important in achieving what is best for all.

How To Catch a Musky

(Continued from page 17)

on the water, muskies do not move about and feed as heavily, but they do not seek great depths as do many of our fresh water fish.

In the spring, and again in the very late fall, muskies will search out the water of from six to ten feet in depth. In the summer from the second week in July to the first of October, the water just a few feet deeper than these early and late haunts harbors most muskies.

If, in hot weather, you have raised and failed to hook a nice fish in the pads or tule beds close to shore in a bay, try for this fish just outside of those lily pads or tule beds. The same early and late cover will often produce the same fish in summer if it is fished in water just a bit deeper and cooler.

The musky is a lover of cover. He will lie along a sunken log, or along the drop-off point of land, or in a weed bed. Look for heavy cover and don't neglect the channels between islands, especially if the channel be weedy. In the Lake of the Woods area of Canada for example, muskies are hunted over the rocky bars which are covered with a sparse tule growth. Muskies will lie just over the drop-off waiting for food fish to work away from the rocky tule-covered hideouts.

There are many slowly moving

Electrical Buyers Who Want Their Orders

SHIPPED FROM COMPLETE STOCKS

HANDED BY COMPETENT PEOPLE

QUICKLY DELIVERED TO THE JOB

Rely on Chicagoland's Dependable Source

EEFENCE

965 West Chicago Ave.

Chicago 22, Ill.

SEELEY 8-3500

INTERSTATE ELECTRIC SUPPLY COMPANY

Waukegan: 1020 Greenwood Ave., Ontario 2-1194 • Kenosha: 2111 56th Street, Phone 4-0425

streams which are favored by muskies, and here, too, the sunken log is a prime holding spot for a fish. Old down trees and brush piles often hold good fish in a stream.

What type of day, weatherwise, is a good one to choose for muskies? I believe that we may set one condition for the perfect musky day with little fear of contradiction. That one condition is that there be a fair breeze. Any sort of wind, short of a gale, will produce more rises for the fisherman than a calm day. Muskies are abroad on such a day and the time of the year has little to do with this situation. There is another factor which most musky fishermen want for a perfect day—clouds! The cloudy windy day is the day for working around the reefs and weed beds.

There are, of course, many weeks during the summer which never produce anything like the day I have just described. We're forced therefore to do a lot of musky fishing when conditions are not ideal. Quite often on these warm sunny summer days, a brisk wind will arise about nine or ten o'clock in the morning,

Free Reader Service

Art Mercier, noted WBBM outdoor editor, will answer, personally, all questions from readers about vacation or week-end trips. Information about resorts, hunting and fishing lodges, camping, boating and other outdoor sports anywhere on the North American continent will be provided, without charge, on request. Where are the fish biting? What lures are best? How do you get there? Ask Art Mercier. Address letters to Art Mercier, COMMERCE Magazine, 30 W. Monroe street, Chicago 3, Illinois.

and from that time until late afternoon the chances for raising a fine fish are very good.

Reams of material could be written concerning the technique of landing muskies. It is probably true that more fish are lost in the landing process than at any stage of the fight with a big fish. In some areas it is permissible to shoot a musky

with a small caliber pistol. I have never used this system myself. The deep-bellied landing net with a wide mouth is excellent. The gaff hook, too, has accounted for a lot of fish. Some fishermen prefer to hand-land a musky. This may be done successfully if the fish is brought alongside and the gill covers are strongly compressed before the fish is raised from the water.

This gill cover-routine works well with small and medium sized fish, though larger fish offer too much of an area to be grasped between the thumb and fingers. Many fishermen land good sized fish by depressing the eyes with the thumb and middle finger. One point to remember is that strong grip on the gill covers or on the eyes should not be released until the fish is stunned with a blunt instrument or is safely on the stringer. One of the safest methods of landing a musky, I believe, is beaching.

With this system, as the fish is gradually worn down, the boat is worked up into the shallows. The fisherman steps out of the boat and

(Continued on page 38)



ThermIce CORPORATION

...the dependable, economical source for CO₂

ThermIce is increasing its distribution of CO₂ through its own direct local depots. This will assure fast delivery in all three forms . . . dry ice, liquid and cylinders.

As a subsidiary of Publicker Industries Inc., ThermIce Corporation is able to draw on Publicker's long experience in its production

of carbon dioxide, as well as alcohols and other organic chemicals.

Complete engineering facilities and equipment are available immediately for any installation. If carbon dioxide—in dependable supply at a favorable price—is a factor in your operations, call your nearest ThermIce representative.

ThermIce Corporation

Subsidiary of

PUBLICKER INDUSTRIES INC.

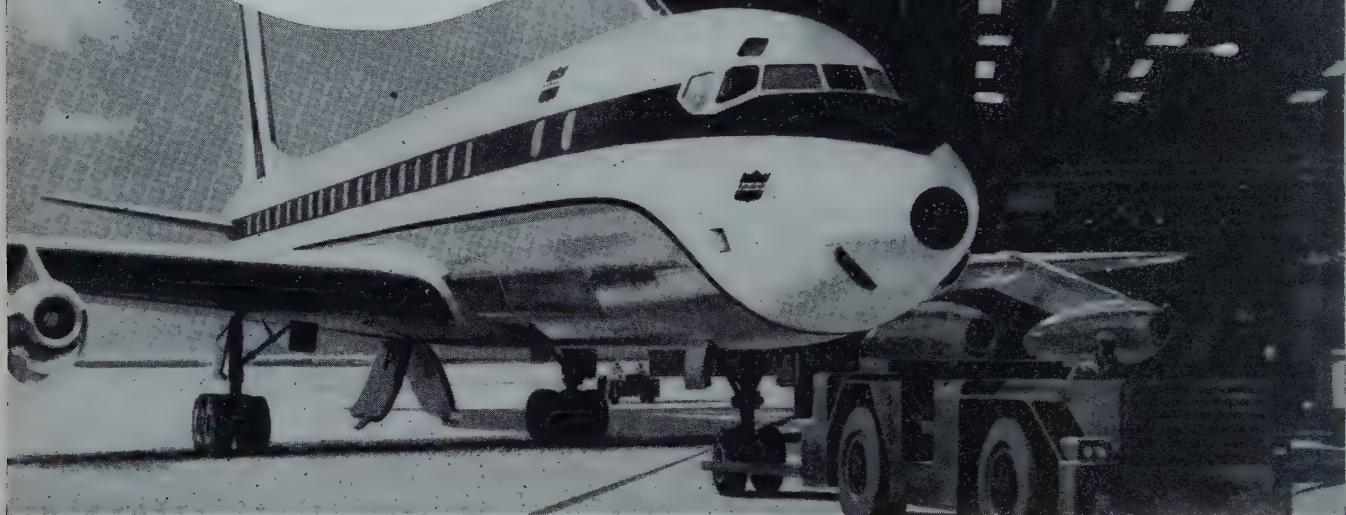
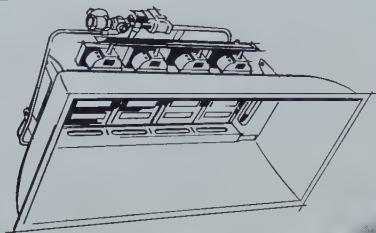
1429 Walnut Street, Philadelphia 2, Pa.

Philadelphia—DEwey 4-7255
New York—COrtlandt 7-8533
Jersey City—SWarthmore 8-2233
Boston—ANDrew 8-5250

Washington, D.C.—ENterprise 1-3553
Baltimore—PEabody 2-3550
Chicago—KEnwood 6-2244

St. Louis—PRospect 6-0860
Cincinnati—621-9605
Cleveland—VULcan 3-4166
Detroit—VInewood 2-8868

Gas infra-red burners supply heat energy at United Air Lines



Gas-fired infra-red heaters have recently been installed in a new United Air Lines hangar at Chicago O'Hare International Airport. Here the planes are serviced, and de-iced if necessary, under glowing red ceramic units suspended from the ceiling.

No matter how cold it is outside, the Gas infra-red heaters direct their warming rays to supply perfectly controlled heat to the people and equipment below. Like rays from the sun, the energy from Gas burners heats

only the objects touched without wasting heat on the intervening air. The warmed floors and walls of an infra-red heated building also produce warmth by means of radiation, conduction and convection.

In addition to the comfort of heat without air movement, Gas infra-red burners are economical to operate and require little, if any, attention. Normal maintenance consists of air blowing the units once each heating season.

For more details on this latest jet-age energy, just telephone 431-4842. One of our engineers will be glad to discuss the application of Gas infra-red heating to your particular needs.

INDUSTRIAL DEPARTMENT

THE PEOPLES  GAS LIGHT AND COKE COMPANY

Industrial Developments

IN THE
METROPOLITAN
AREA

THIRTY projects in Metropolitan Chicago during the month of August represent an investment of \$16,990,000 compared with 38 projects and an investment of \$15,574,000 for August, 1960. To date this year, there have been 278 projects and an investment of \$177,161,000 compared with 252 projects and \$179,115,000 for the first eight months of 1960.

• **Marquette Cement Manufacturing Company**, 20 N. Wacker Drive, announced recently that construction has begun on a major distribution plant at Clayton Street and Waukegan Harbor, Waukegan, to serve northeastern Illinois. The plant will initially include a bank of three 143-foot silos having a total cement storage capacity of 62,000 barrels, plus an adjoining packing plant and loading and shipping facilities. A duplicate bank of silos, doubling the storage capacity, will be added later. A similar plant was recently completed at 321 W. Touhy Avenue near Des Plaines. General contractor, MacDonald Engineering Company.

• **Fastener Corporation**, manufacturer of staplers, tackers and staples, at 3702 River Road, Franklin Park, has construction under way for a 173,000 square foot plant adjacent to office and laboratory facilities now existing on the 37-acre site. In addition to meeting the firm's requirements for expansion purposes, the new facilities will replace property destroyed by fire. Architect, Ralph Stoetzel; general contractor, Joseph T. Carp, Inc.

• **Chicago Bridge and Iron Company**, manufacturer of steel tanks and plate work at 1305 W. 105th Street, has an office and research building of 101,000 square feet under construction on an 11-acre tract

recently acquired in Oak Brook. The building will house chemical and metallurgical facilities and office and engineering personnel now at the Chicago plant, and will facilitate the development of pilot plant product models. General contractor, The Austin Company.

• **Celanese Plastic Company**, 1300 S. River Road, Batavia, a division of Celanese Corporation of America, has under construction a 90,000 square foot building immediately adjacent to its plant. The building will be used for the manufacture of polyethylene bottles and is scheduled for completion late this year. Architect, Dunlap and Eagar, Inc.; general contractor, Miller Davis Company.

• **McMaster-Carr Supply Company**, a major industrial supplier at 640 W. Lake Street, recently acquired a 200,000 square foot site at 2828 N. Paulina Street where construction is underway for an 80,000 square foot office and warehouse building. Broker, Davis, Pain and Company; general contractor, D. J. Velo & Company.

• **Scott, Foresman and Company**, publisher of textbooks and educational materials at 433 E. Erie Street, announced recently the purchase of a 25-acre site on Happ Road near Edens Highway in Northfield. The company anticipates an early development of new facilities on the site. Brokers, Scribner and Company, Hogan and Farwell, Inc., and First Realty Company.

• **Bantam Books, Inc.**, 657 W. Chicago Avenue, will begin construction this fall of a new 104,000 square foot distribution center at 414 E. Golf Road, Des Plaines. The building is scheduled for completion by the middle of 1962. The Chicago lo-

FLOORS FOR INDUSTRY

- Ferrolite — Standard, Acid and Oil Proof Floors
- Acid Proof Mastic Floors
- Acid Proof Rubber Plastic Floors
- Acid Proof Epoxy Resin Floors — In Colors
- Mastivpave Floors
- Hastings Asphalt Blocks
- #185 Clear Heavy Plastic for Industrial Wood Floors

FULTON ASPHALT CO.

"Serving the Industrial Field Since 1870"
165 WEST WACKER DRIVE

RAndolph 6-1760

CHICAGO 1



LESTER B. KNIGHT & ASSOCIATES, Inc.

Member Association of Consulting Management Engineers

- MANAGEMENT CONSULTANTS
- INDUSTRIAL ENGINEERING
- PLANT ENGINEERING

549 W. RANDOLPH ST.
CHICAGO

WANTED TO BUY

- Going business concerns
- Confidential handling
- \$79,000,000 total sales since 1950

Reference any Chicago bank

J. J. HARRINGTON & CO.

Business Brokers

Atten.: J. J. Harrington, Jr.

22 W. Monroe St. — Chicago 3

Telephone Financial 6-1322

Robert T. Phillips & Associates, Inc.

Distribution And Customer Service Specialists

Scheduling

Clerical - Manufacturing

Warehousing

Inventory Control

Systems Designed and Installed

333 N. Michigan Ave.

Financial 6-7797

GRAPHIC

ART

Industrial—Advertising

ANNUAL REPORTS • SALES BROCHURES
DIRECT MAIL • TECHNICAL ILLUSTRATION
LOGOTYPE AND LETTERHEAD DESIGN
... ALL GRAPHIC ARTS SERVICES ...

HUBBARD STUDIOS

Dearborn 2-6298

549 W. RANDOLPH ST.

DE LEUW, CATHER & COMPANY

CONSULTING ENGINEERS

Public Transit

Subways

Traffic & Parking

Railroad Facilities

Expressways

Industrial Plants

Grade Separations

Municipal Works

Urban Renewal

Port Development

150 North Wacker Drive, Chicago 6
San Francisco New York Boston

Do You Have PHYSICO-CHEMICAL manufacturing PROBLEMS? PROSPECTS?

— if so, oftentimes
a little exploratory

Idea-Type Consulting

is in order.

This is available at going rates from an extensive and highly varied personal background of industrial research.

ROBERT G. WULFF

Postbox 747 • Evanston, Illinois

DAVIS 8-2136

cation is the world distribution center for Bantam books. Architect, Fred H. Prather.

• **Norris Grain Company**, 102nd Street and Calumet River, has under construction an 80,000 square foot grain storage building addition to facilities at the site. Architect, Westing E. Pence; general contractor, John F. Chapple and Company.

• **Central Scientific Company**, manufacturer of scientific instruments and laboratory apparatus at 1700 W. Irving Park Road, recently acquired the 60,000 square foot building at 6540 W. Cortland Street for warehouse purposes.

• **Troy Steel and Tube Company**, a steel tubing warehouse at 835 N. Troy Street, has a 60,000 square foot warehouse under construction in the Clearing Industrial District, Franklin Park. The building is scheduled for completion in late October.

• **General Mills, Inc.** has under construction a 22,000 square foot cereal production addition to its plant at Washington Street and Town Road in West Chicago. The addition is scheduled for completion late this year. General contractor, O'Brien Company.

• **Rebuilders Machinery Sales Company**, 7350 W. Lawrence Avenue, Harwood Heights, has under construction a 40,000 square foot warehouse addition scheduled for completion late this year. The company reconditions and rebuilds machine tools. Architect, Fridstein and Fitch; general contractor, Morris Handler and Company.

• **Joseph Building Supply Company**, a producer of millwork and lumber at Lake Street and Manheim Road, Melrose Park, recently acquired an 18-acre tract in the Round Lake Park area for future development.

• **Dawes Laboratories, Inc.**, manufacturer of dry, oil and liquid vitamin products at 4800 S. Richmond Street, has under construction a 11,000 square foot nutrition research laboratory at State Street near Joe Orr Road, Chicago Heights. Architect, A. Epstein and Sons, Inc.; general contractor, Presbitero and Sons, Inc.

Urban Renewal

(Continued from page 15)

must come forward with sound plans and the organized ability to carry them out.

"In the last analysis, an urban renewal plan is an exercise in land economics," explains Julian Levi, executive director of the South East Chicago Commission, which, with the support largely of the University of Chicago, spearheaded the Hyde Park-Kenwood program. If a plan doesn't make sense from the standpoint of economics, the best intentions in the world will not produce results. A sound urban renewal plan calls for good business judgment, and thus the participation of businessmen is an absolute necessity."

But just how can a businessman go about becoming active in urban renewal? One of the best qualified sources for an answer to this question is Ferd Kramer, a prominent realtor and vice president for commercial development of the Chicago Association of Commerce and Industry. A long time leader in urban renewal affairs, Kramer has headed important organizations in this field at both the Chicago and national levels.

"Most businessmen have never looked at the total problem," says Kramer. "The deterioration of a city affects everyone in business, regardless of the size or type of business. The best way that businessmen can attack the urban renewal problem is to support the organizations specializing in this field. Businessmen should contribute financially to such organizations and also participate in the work of the organizations. This participation by men in business and industry can be carried out at the national level, the city-wide level, the local or community level, or any combinations of these levels."

At the national level, the major organization promoting urban renewal is ACTION, Inc., a privately financed, public service body created in 1954 with the objective of "working for the creation and maintenance of a good environment in our nation's cities." Incidentally, Kramer is now president of ACTION.

In Chicago, the principal organization specializing in urban renewal affairs at the city and area-wide level is the Metropolitan Housing

(Continued on page 41)

Johnny had a little debt

Its face was black as coal
And everywhere that Johnny went
It kept him "in the hole"

It followed him to work one day

And wound up with the boss
For when a worker's worried so
The business takes a loss



SAD STORY—but there was a happy ending. For soon after that a group of employees where Johnny worked got together and said: "A lot of us here have money troubles. First thing you know, we have to go begging for a pay advance or we have our wages garnished. A man with a family always needs credit, but most credit is costly. Let's do what a lot of other people are doing. Let's start a credit union right here where we work."

"What's a credit union?" someone asked. "Well," said George Winter, who had worked at a company where there was a credit union, "if we had a credit union, we could all save money easier. We save whatever we can whenever we can. We'd also have a place to get loans when we needed cash. And we'd pay lower interest on the loans than we'd have to pay other places."

"How come?" asked Mary Stevens. "Well, you see, we run the credit union ourselves," said George. "There's very little expense. It's our credit union, and we run it just for our benefit. The low cost of loans is one of the benefits."

"What about other benefits?" asked Jim Smith. "Good returns on your savings," said George. "Credit union savings paid over 3% where I worked before."

Result was that those employees where Johnny worked got together and called in a credit union representative who explained the whole thing to them and helped them set it in operation.

The management of Johnny's company was mighty glad to see the credit union get started. Right away the employees were relieved of a lot of financial troubles. They were happier, better workers.

If your company doesn't have a credit union, find out how you can help get one started. It will benefit all the employees, and by helping them it will be good for the company. There are over 20,000 credit unions and more than 11 million credit union members in America. Some of America's best known companies have had employee credit unions for many years. Get complete information now and without cost or obligation. Write to—Illinois Credit Union League, 309 West Jackson Blvd., Chicago 6.

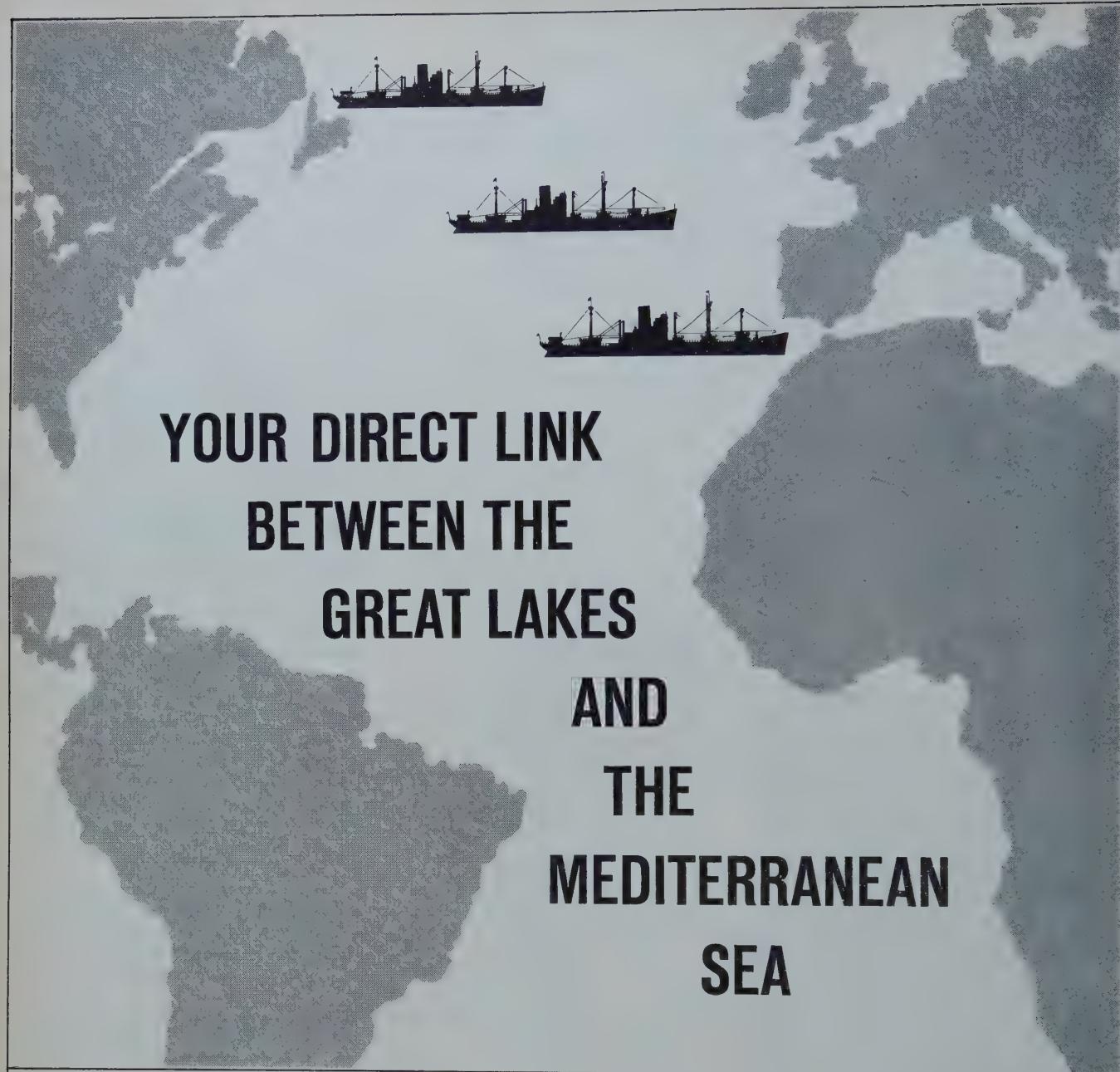
*Serving credit unions in Illinois
for over 30 years*

**ILLINOIS
CREDIT UNION LEAGUE**

309 West Jackson Blvd.

HA 7-4412

Chicago 6, Illinois



DIRECT EXPRESS CARGO SERVICE via the St. Lawrence Seaway is provided regularly by American Export Lines to or from key Great Lakes/Seaway ports and the Mediterranean area. You can depend on AEL experience in shipping. For additional details and dates, phone the office near you.

AMERICAN EXPORT LINES

168 N. MICHIGAN BLVD., CHICAGO 1, ILL.

Transportation

and Traffic



A PREHEARING conference in No. 32385, Increased Rates Central States Territory-1958, will be held September 26, 1961, at 9:00 A.M., in the Allerton Hotel, Chicago, before Interstate Commerce Commission Examiner Henry C. Lawton. The proceeding involves a petition filed early in 1958 by the Central States Motor Freight Bureau requesting a general investigation of highway carrier rates in Central area. A notice from the commission states that the prehearing conference will be held for the following purposes:

"1. To determine the advisability and necessity of conducting the proceeding to a conclusion. The petitioner will be expected to furnish adequate reasons therefor, such as, for example, that conditions with respect to the rate structures and financial situations of the motor common carriers in central territory have not improved since the proceeding was instituted.

"2. If the proceeding is to be continued, a disclosure of the nature of the relief petitioner now seeks, that is, whether it will offer evidence tending to justify the prescription of reasonable class and commodity rates and a classification of property by the commission in the form of a minimum rate order, or whether other relief will be sought, and the nature of the evidence petitioner will adduce in support of such relief.

"3. If hearings are to be held, agreements as to the time and place of such hearings, and the preparation and service prior thereto of testimony in written form and accompanying exhibits.

"4. The taking of appearances of parties intending to participate in any hearings that may be held. Such appearances will be considered as appearances at the hearing or hearings, if held. Additional appearances at hearings will be permitted by the

hearing examiner upon a showing of good cause.

"5. Consideration of such other matters as may be of assistance in determining the further course of the proceeding."

• **I.C.C. Chairman Urges Rails to Establish Joint Rates With Other Carriers:** Everett Hutchinson, chairman of the Interstate Commerce Commission, in addressing the New York Society of Security Analysts, suggested that the railroads establish joint rates and routes and share facilities with other modes of transportation. As an example, he referred to "as a step in the right direction" the joint piggyback rates of the New York Central Railroad and the Hermann Forwarding Company of New Brunswick, N. J., a motor carrier. "Integrated ownership may come," Chairman Hutchinson said, "but co-ordinated service should come first." He declared that there was a need for "equality" in the regulatory laws, repeal of the Federal tax on passenger travel, and elimination of the dry-bulk and agricultural commodities exemption in the Interstate Commerce Act. "State and local taxing authorities," he continued, "must cease looking upon railroads as fat sources of tax revenue," and "little used passenger service that is unprofitable ought to be discontinued."

Stating that railroad mergers are not the full answer to the industry's problem because they add only "short-run" strength, Chairman Hutchinson added: "Long-run advantages will come from expanding operations rather than from curtailing service."

• **Appellate Court Ruling Restricts "Grandfather" Rights of Illinois Carriers:** An Appellate court has ruled that although "grandfather" certificates issued to motor carriers under the Illinois Truck Act

ANALYZE!

To save you time and money members of the Painting and Decorating Contractors' Association analyze your painting problems for you!

●
YOUR PAINTING CONTRACTOR IS O.K. IF HE'S A MEMBER OF THE PDCA!

●
Always Ask to See This



SEAL OF DEPENDABILITY

PAINTING & DECORATING CONTRACTORS' ASSOCIATION
430 N. Michigan Ave., Chicago 11
WHitehall 4-4578

CODE DATING

Automatic, Dependable, Guaranteed Friction and Power-driven Machines
Write giving details on a specific coding problem

KIWI CODERS CORPORATION
4027 N. Kedzie Ave., Chicago, Ill. IRving 8-1117

A-Z LETTER SERVICE

ESTABLISHED 1918

PLANOGRAPHING • MULTILITH ART & COPY LAYOUT
MIMEOGRAPHING • MULTIGRAPHING
ADDRESSING • MAILING
DIRECT MAIL CAMPAIGNS

139 N. CLARK DEarborn 2-1891

METAL NAME PLATES

Etched or Lithographed Plates with Holes or Adhesive Backs

RELIABLE SERVICE

CHICAGO NAME PLATE CO.
Chicago 26, Ill. AMbassador 2-5264

of 1939 may have authorized unlimited operations, the Illinois Motor Carrier of Property Act of 1954, as amended in 1955, restricts rights to service actually being performed on December 31, 1953. The old Illinois Truck Act, which was administered by the Department of Public Works and Buildings, was replaced, effective January 1, 1954, by the Illinois Motor Carrier of Property Act, which is administered by the Illinois Commerce Commission. Section 9(a) of the present law ("grandfather" clause), as originally enacted, provided that a carrier holding a certificate under the old truck act would be granted a new certificate authorizing such carrier "to perform the operation and service authorized pursuant to the provisions of the Illinois Truck Act" as of the effective date of this act. This provision in Section 9(a) was amended in 1955 to read: "to perform the operation and service authorized and actually performing pursuant to the provisions of the 'Illinois Truck Act,' on December 31, 1953." This amendment, the court said, "is clear and without

ambiguity. It states that the operation and service authorized by a new certificate shall be not only that which the applicant was authorized to perform, but that which he was actually performing on December 31, 1953." The Appellate Court's decision overrules Circuit Court's Court's findings that plaintiffs were entitled under the amended "grandfather" clause to carry all classes of commodities without limitation.

• **All Airline Flights to Halt For**

12 Hours on October 14-15: The scheduled airlines of the United States will "sit it out" for 12 hours on October 14-15, according to the Air Transport Association of America. During the period from 1:00 p.m., Saturday, October 14, through 1:00 a.m., Sunday, October 15 (Eastern Daylight Time), there will be no airline flights in, into or out of the continental U. S., Alaska and Canada. The shutdown comes about because of Sky Shield II, the North American Air Defense Command's exercise to test the North American air defense system as a whole. The entire commercial airline fleet of

2,000 aircraft will be grounded by the exercise. Approximately 125,000 passengers who would normally be flying during the period will be affected by the shutdown. This is the second year for the exercise. In September, 1960, a similar operation was conducted by NORAD. At that time the airlines, as well as all other civil aircraft were on the ground for a period of six hours.

How To Catch a Musky

(Continued from page 31)

slowly drags the fish upon the sloping shore. He chooses a gradually sloping sandy shore if possible with few snags or cover. Slowly does it here and the fisherman has all the advantage offered by the few inches of water in which the fish has no power to resist the steady pull.

Two questions are probably asked of outdoor writers and editors more often than any others. One: what is the best time of year to fish for muskies? It is a matter of record that more muskies are caught in the first three weeks of July than at any other time of the year. However, I personally prefer the period between the fifteenth of September and the first of November. During this cooling period of the fall, muskies feed heavily and those fishermen who are working the weed beds and bars in the crisp autumn weather are usually rewarded with good-sized fish. A tip for you here: One of the best fall trips is a combination musky fishing and hunting. You can combine musky fishing with duck hunting, grouse hunting, or woodcock hunting. There is no more beautiful time of the year to be on a lake or in the woods. Warm and fairly windy days are common with a delightful coolness in the mornings and evenings.

Number two question has to do with where to fish. The State of Wisconsin probably has more muskies per acre of water than any other state or any province of Canada. While there are many top areas with good musky habitat, I personally prefer the lakes and rivers in the area of Minocqua and Hayward, Wisconsin. Within a radius of fifty miles of these two locations are in my opinion, the world's greatest musky grounds.

Good luck, and good hunting and fishing.

FUNDS FOR FINANCING INDUSTRIAL EXPANSION

When you need additional capital for new equipment . . . for increased production facilities or for other corporate purposes, we can help you. ALC can supply the expert counsel and experience to arrange suitable long-term industrial mortgage money. Call us. Better yet, visit our office to discuss your financial problems.



ASSOCIATED LOAN COUNSELLORS
MORTGAGE BROKERS

221 N. LaSalle St. Chicago 1, Ill. Tel: Financial 6-6080





This mark tells you a product is made of modern, dependable Steel.



How Bob Maciejczak earned an extra \$18,827

Bob Maciejczak works at U.S. Steel's South Works in Chicago, Illinois, and he's the Corporation's champion Employee Suggestion Plan winner. Over the last four years, he has had sixteen suggestions adopted—and he's been awarded \$18,827.

Thousands of U.S. Steel employees have received cash awards that are based on benefits generated by their suggestions. Since 1957, employees have sent in over 200,000 suggestions, and more than 46,000 have been adopted and put into operation. The Employee Suggestion Plan is one of the many ways U.S. Steel develops better techniques, better employees—and better steel.



United States Steel

TRADEMARK

GREAT LAKES OVERSEAS INC.

3400 PRUDENTIAL BLDG.

RANDOLPH 6-7033

Representing

FJELL-ORANJE
lines

LE HAVRE - ROTTERDAM
HAMBURG - BREMEN - LONDON
ANTWERP - GLASGOW

FJELL AND FJORD LINES

OSLO - COPENHAGEN
STAVANGER - BERGEN

**SWEDISH
CHICAGO LINE**

LIVERPOOL
STOCKHOLM - GOTENBURG
COPENHAGEN - HELSINGFORS

NIAGARA LINE

CASABLANCA - ALGIERS - GENOA
LEGHORN - NAPLES - ALEXANDRIA
PIRAEUS - ISTANBUL

**CONCORDIA LINE
GREAT LAKES SERVICE**

CASABLANCA - ALGIERS - GENOA
LEGHORN - NAPLES - ALEXANDRIA
PIRAEUS - ISTANBUL

**LIVERPOOL LINERS,
LTD.**

LIVERPOOL - MANCHESTER
DUBLIN



Vessel	Line	Continental Ports	Date	Vessel	Line	Date
Virgilia		Hamburg-Chicago	Sept. 19	Prins Willem III	Fjell-Oranje	Sept. 22
Transcanada	Poseidon		Sept. 19	Manchester Faith	Manchester Liners	Sept. 27
Borgholm		Swedish-American	Sept. 20	Georgia	Bristol City	Sept. 29
Maakefjell	Fjell-Oranje		Sept. 20	Birgit Ragne	Swedish-Chicago	Sept. 30
Peter		Nordlake	Sept. 21	Prins Frederik Hendrik	Fjell-Oranje	Sept. 30
Prins Casimir	Fjell-Oranje		Sept. 22	Beechmore	Furness Great Lakes	Oct. 11
Naumburg		Hamburg-American	Sept. 22	Pinemore	Furness Great Lakes	Oct. 24
Transamerica	Poseidon		Sept. 25		Scandinavian and Baltic Ports	
Leapaul		Hamburg-Chicago	Sept. 26	Borgholm	Swedish-American	Sept. 20
Billetal			Sept. 27	Ravnefjell	Fjell-Fjord	Sept. 25
Roland Russ		French	Sept. 29	Birgit Ragne	Swedish-Chicago	Sept. 30
Alexander Sartori		Hamburg-American	Sept. 29	Skogholm	Swedish-American	Oct. 10
Prins Maurits		Michigan Ocean	Sept. 30		Mediterranean Ports	
Christian Sartori	Fjell-Oranje		Oct. 16	Erviken	Hellenic	Sept. 19
		Michigan Ocean		Montcalm	Montship-Capo	Sept. 23
				Beate Bolten	Fabre	Sept. 28
				Zenica	Yugoslav Great Lakes	Sept. 29
				Cordoba	Fabre	Oct. 3
				Capo Mele	Montship-Capo	Oct. 5
				Extavia	American Export	Oct. 10
				Joliette	Fabre	Oct. 19
				Marquette	Fabre	Nov. 1
					Caribbean Ports	
				Francisca Sartori	Michigan Ocean	Oct. 2
				Edwin Reith	Michigan Ocean	Oct. 27
					Japanese and Hong Kong Ports	
				Masashima Maru	Iino Lines	Oct. 11

WE SURRENDER!

(To our secretaries, customers, suppliers,
etc., who never get our name right)

OUR NEW NAME IS...



INDUSTRIES

Formerly Water Tube Boiler & Tank Co.

DESIGN • MANUFACTURE • REPAIR • MAINTENANCE
of boilers, oil & water heaters, heat exchangers,
tanks, stacks, and process equipment.



CALL
CL 4-9800

Caribbean Ports

Francisca Sartori

Michigan Ocean

Edwin Reith

Michigan Ocean

Japanese and Hong Kong Ports

Masashima Maru

Iino Lines

Urban Renewal

(Continued from page 34)

and Planning Council, with 600 individual and corporate members. Founded in 1934, this organization has performed a truly outstanding public service.

Many of the city's top men in business, industry, law, real estate, banking, retailing, and the public utility and other fields have given an untold number of their hours on a volunteer basis (and they still do) to this organization. Much of this work has involved the general promotion of urban renewal, better city planning, and improved housing conditions; but perhaps more important has been the Housing and Planning Council's contribution in the form of new ideas and the drafting of those ideas into Chicago's pioneering legislation.

"It would be impossible to place a price tag on the combined services, talents and skills that have been contributed by business and professional leaders to the work of our organization," says Mrs. Dorothy Rubel, executive director of the Metropolitan Housing and Planning Council.

At the community or local level, Chicago has a host of organizations in which more businessmen can become active. For businessmen operating within the Loop and its environs, the specialized organization is the Chicago Central Area Committee, a relatively young, but very effective promotion group working for the development and future planning of the downtown central business district.

Community Organizations

Throughout the city of Chicago, there are an estimated 350 community and neighborhood organizations with varying degrees of interest in urban renewal and community conservation. Approximately 200 of these organizations are listed in the office of Building Commissioner George L. Ramsey as groups concerned about the processing of building and housing complaints. Actually, however, there probably are not more than 35 organizations at the most that could be classified as effective community bodies in the highly specialized urban renewal field.

For the relatively few effective community organizations with professional staffs, the annual budgets

range from \$19,000 to \$56,000, with \$32,000 being the average budget. To a large extent, the money for these budgets comes from companies and businessmen within the communities.

"If a community does not have an effective urban renewal organization, the businessmen of that community should take the lead in making certain that an effective organization is created," says Kramer.

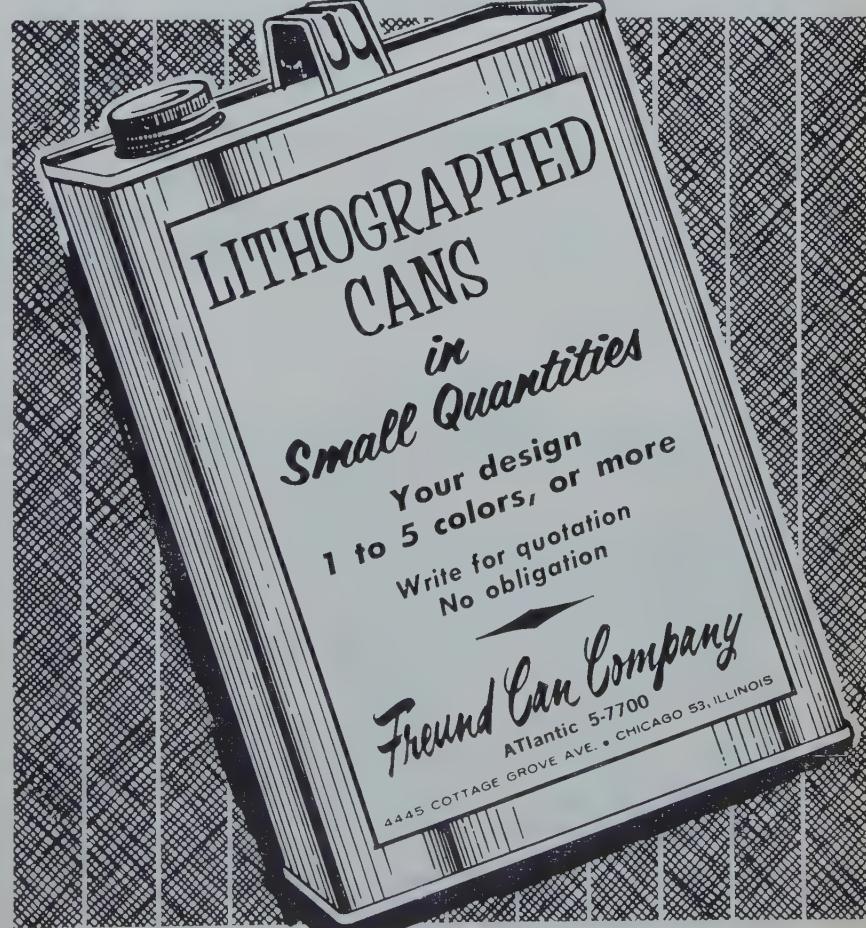
Aside from the specialized organizations, the regular business and industry associations, along with many other groups such as the service clubs, have become increasingly active in urban renewal. For instance, the Chicago Association of Commerce and Industry has long been a major promoter of urban renewal through its urban renewal committee, now headed by John R. Womer, vice president of the Great Lakes Mortgage Corporation.

Womer points out that many of the specialized business groups, such as the mortgage bankers, consider urban renewal a top priority subject. "Mortgage bankers as individuals have long been among the leaders in urban renewal," says Womer.

"Urban renewal will require the investment of great sums of money, and most of it will come from the mortgage banking field."

Some of Chicago's major corporations already have chalked up unusual records of public service through their specialized activities in urban renewal. For example, Sears Roebuck and Company established in 1955 its urban program department under the direction of Harry N. Osgood. In doing so, Sears brought to the cities in which it does business the same active interest in community affairs that the company has shown for a half century in rural areas. Managers of the 740 Sears retail stores throughout the country have been urged to become active in urban renewal programs. In a continuing effort to help educate the public, Sears has distributed more than 140,000 copies of two excellent booklets as how-to-do-it guides for community conservation and redevelopment.

Among other corporations especially active in urban renewal affairs have been Chicago's public utility companies — Peoples Gas Light and Coke Company, Common-



wealth Edison Company, and the Illinois Bell Telephone Company. Peoples Gas has 17 middle and top management officials working with 17 community organizations, as well as with the urban renewal committee of the Association of Commerce and Industry and with the Metropolitan Housing and Planning Council.

"We believe that it is just good business to be active in urban renewal," explains Jack H. Cornelius, manager of community relations for Peoples Gas. "We have an enlightened self interest in making Chicago a better place in which to live and work. Chicago is our market and our community."

For 10 years or more, Illinois Bell has encouraged its personnel to become active in some 40 community organizations, as well as having others active in groups at the city and area-wide level. "But the bulk of the urban renewal efforts rests at the local or community level," says George Seaton, assistant vice president of Illinois Bell. "It is primarily the responsibility of the local businessmen, the churches, the

community leaders, and the residents."

In general, the urban renewal programs at the community level have two major objectives — to bring about better enforcement of the city's building and housing codes, and to develop a plan for conservation and rehabilitation.

Many other accomplishments also are within reach of such community groups. As one of numerous examples, the Organization for the Southwest Community, covering a large southwest portion of the city, recently made urban renewal history by developing an effective procedure that now makes it attractive for young married couples to buy older homes in their old neighborhoods instead of following the popular trend to the suburbs. This procedure was made possible by a community-wide plan in which several banks cooperated by providing a special mortgage pool of several million dollars.

But before any truly effective achievements can be realized, urban renewal experts agree that the support of all segments of a community

must be obtained to the fullest possible degree. According to Walter Holan, an official of the Association of Community Councils, the businessmen of a community are perhaps the best qualified persons for marshalling this community wide support because of their ability "to organize, merchandise, promote, and get things done."

John W. Baird, president of the Metropolitan Housing and Planning Council and executive vice president of Baird and Warner, emphasizes that "the role of business in urban renewal is constantly to challenge government and citizens to perfect and utilize the tools for renewing the city."

"Business must encourage our citizen groups and housing agencies to experiment, to innovate, to research, to legislate, and to act," says Baird. "Only in this way can businessmen help maintain a free and expanding society."

Alco Electric Supply Co.

ALCO

Electrical Wholesalers

**COMMERCIAL — INDUSTRIAL
INSTITUTIONAL — RESIDENTIAL**

Lighting Fixtures, Lamp Bulbs, Conduit, Fans,
Wire and Cable, Motor Controls, Switches, Tools
AMPLE PARKING

3918 West 63rd Street

Chicago 29, Illinois

REliance 5-3131

**TIN PLATE
TERNE PLATE
BLACK PLATE**

Sheet
Strips
Circles
Misprints
Scrap

NEvada 8-4100

LOU STEEL PRODUCTS

COMPANY

923 S. KOSTNER AVE., CHICAGO 24, ILL.

**AIR CONDITIONING
VENTILATION**

Dust Collecting and Fume Removal Systems
Sheet Metal Fabricators
Welding—Spot - Electric - Arc - Acetylene

SE eley 3-2765

1931 W. LAKE ST.



THE HAINES COMPANY

ESTABLISHED SINCE 1900

Readers' Viewpoint

(Continued from page 3)

ceive a copy of **COMMERCE** but those that do not could profit greatly by many of the useful and timely articles published therein.

I am taking this opportunity to enclose a copy of our August, 1961, **IRON LEAGUER**. We hope you will read the article on the front page wherein we are pushing Chicago as a vacation spot to our members. We have received quite a few favorable comments from them on this idea that I thought it nice for the Chicago Association of Commerce and Industry to know about our efforts.

You will note that I had taken the liberty of quoting three items from your "Industrial Developments" section without giving your magazine credit. I trust I have breached no rules in doing this.

JOSEPHINE H. MANNEY
EXECUTIVE SECRETARY
IRON LEAGUE OF CHICAGO, INC.

To the Editor:

In the July issue of **COMMERCE**, there appeared a photograph of a plating installation at Adolph Plating Company, 832 South Central Avenue, Chicago, Illinois. The caption accompanying the photograph indicated that the machine "is expected to help Chicago fastener manufacturers compete more effec-

tively against imported bolts, screws and rivets."

This wording is inaccurate since substantial amount of the industrial fasteners imported from abroad are unplated. We are probably the largest importers of bolts and nuts and over 99 per cent of what we import is plated by our customers, the Bolt and Nut Industry. In fact, Adolph Plating trucks often make pick-ups at our warehouse of our imported fasteners for plating for the account of our customers.

The plating machinery installed by Adolph Plating may be so efficient as to make its use competitively advantageous compared with other plating equipment, but whether products are of domestic or foreign origin can hardly be material.

NORMAN R. SACKHEIM

HEADS AND THREADS

DIVISION OF MSL INDUSTRIES, INC.

To the Editor:

We are most appreciative of your editorial on S 1197. I suppose you know that it has been tabled by the Senate committee, but it is bound to be revived in the next session, and we need to continue on the alert. Many thanks.

GEORGE M. CROWSON

ASSISTANT TO THE PRESIDENT
ILLINOIS CENTRAL RAILROAD

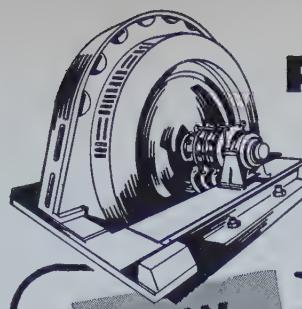
Investment In Mexico

(Continued from page 21)

in the European contribution which the Spaniards brought to our land. After the discovery and conquest of what is today the Mexican portion of the American Continent, we lived three hundred years of precarious colonial life, which gave us nevertheless the Spanish language—not well spoken, even today, by two million of my fellow citizens—together with other spiritual characteristics of our people.

The first decade of the nineteenth century was about to end when Miguel Hidalgo—whom we Mexicans reverently call “Father of the Country”—started the Revolution of Independence which, eleven years later, was to give us a free and sovereign country. After a period of struggles and internal conflicts which took place in order to organize the new nation, our unexcelled Benito Juarez put forth the Laws of Reform—which consolidated,

**ELECTRICAL
POWER EQUIPMENT**
For Every Industry



**REBUILDING
and
REPAIR**

NEW UNITS

As stocking distributors for the following firms we can make prompt delivery from stock

ALLIS-CHALMERS MFG. CO.
WORTHINGTON CORP.
FALK CORP.
BROOK MOTOR CORP.
UTILITY TRANSFORMER CO.
FURNAS ELECTRIC CO.
ELECTRA MOTORS, INC.
REULAND ELECTRIC CO.
STERLING ELECTRIC
MANNING MAXWELL
& MOORE, INC.

REBUILT UNITS

Large or small... we repair them all! Our modern plant houses complete facilities to service industry for REWINDING, REPAIRING, REBUILDING, REDESIGNING, COILMAKING, SPECIAL MACHINING, POWER SURVEYS, POWER-FACTOR CORRECTION and ample stocks to provide for the RENTAL of equipment.



**WRITE OR
PHONE TODAY**
for stock list or
literature
CAnal 6-2900

CHICAGO Electric Co.

1338 W. 22ND STREET • CHICAGO 8, ILL.



INDUSTRIAL FINANCING SALE LEASE BACKS

Loan Representative

The Equitable Life Assurance Society

Loan Correspondent

**State Mutual Life Assurance Company
of America**

**The Midland Mutual Life Insurance
Company**



105 S. LASALLE ST., CHICAGO
PHONE CENTRAL 6-2545



50 Years

of Pioneering Progress

Continental Assurance Company, on its 50th Anniversary, is proud to submit its record as part of the Chicago leadership tradition.

Since its founding in 1911, Continental Assurance has continued to grow until today it is acknowledged as one of the leaders in the life insurance industry—one of just nine such companies licensed in all 50 States, the District of Columbia, Puerto Rico and Canada.

Through the years, there has been a sincere desire to formulate and offer every needed form of life insurance. As a direct result, a Group Insurance Department was organized in 1929, and in 1943, a Retirement and Special Plans Department. This department alone has issued master contracts to fund more different types of pension and profit-sharing plans than any other company in the world.

During the past twenty years, while the life insurance industry has expanded its life insurance in force by 415%, Continental Assurance has increased its volume by a startling 2390%! Today, among the 1450 legal reserve life insurance companies in the United States and Canada, Continental Assurance with more than \$7-billion of life insurance in force, ranks 16th in volume and is the largest of all the stock companies.

As Continental Assurance Company enters its second half-century of pioneering progress, it continues to create new concepts of better insurance protection for the American public.



THE NEW CONTINENTAL CENTER, NOW BUILDING AT MICHIGAN AVENUE,
JACKSON BOULEVARD AND WABASH AVENUE



CONTINENTAL ASSURANCE Co.

 Member Continental National Group • Chicago 4



within the principles of liberalism, the guiding rules of the economic and political life of the country—and headed the victorious fight against the foreign invader and the illegitimate monarchical regime which was imposed upon the country for a period of five years.

This was the time, indelible in the memory and in the emotions of every Mexican, when the people of my country forever showed the world their firm and indomitable will to be free and to demand respect for the sovereignty of the nation. It was also the period, and we must remember this was 100 years ago, during which Juarez established the guiding principle, embodied in the famous phrase created by him: "Amongst the men as amongst the nations, respect to other peoples' rights, constitutes peace."

Mexican Revolution

The legal order created by the Reform slowly degenerated into a dictatorship. A small social minority, which enjoyed immense wealth, was able to consolidate itself in the political power of the country and to keep control of the Government for over thirty years. The concentration of the national wealth in a few hands, while the majority of the people lived in dramatic, inhuman conditions of poverty, ignorance, and lack of political freedom, created an atmosphere of acute collective unrest which brought about, in the year 1910, under the leadership of Francisco I. Madero, the invincible movement of social transformation which we know as the Mexican Revolution. The ideals of the Revolution once more brought back to life the old, permanent, unchangeable aspirations of the Mexican people to establish for themselves a worthy prosperous, just and respected fatherland.

Five fundamental principles have inspired, from 1910 to the present day, the political life of revolutionary Mexico: political and economic independence; freedom of human rights and democratic government; economic development; well-being and social justice; and lastly, respectful and peaceful coexistence with all the other peoples of the world.

These are the ideals of our humanistic Revolution which were transformed into the highest law

of the country, the Constitution of 1917. The Constitution represents, for the Government and for the people of Mexico, our inspiration, our progress, our guide for political, economic and social action. In other words our Constitution is not only a rule but also a goal to be achieved.

Within the moral structure of the country and of its institutions, the Government of Mexico works towards national progress. Out of this springs an evident political conception. We are not a militarist people; as a matter of fact, the very same revolutionary generals were responsible for opening the path for our civilian and democratic evolution. We have never had hopes of dominance, nor have we dreamt of conquering our weaker neighbors. We have never attempted to export our doctrine, nor press upon any other people in their struggle for improvement.

We have a deep conviction that each country should create for itself the institutions that are most adequate for it, according to its social, economic and political goals. Only when these institutions are brought about through the efforts and sac-

rifices of each people, can they become valid and lasting. Without overlooking this principle, we have always held a prompt and human disposition to offer our help to all those struggling in order to achieve international harmony. And because we are not ashamed to offer our help in the best of faith, we are also not ashamed to receive it. We are nationalists, but not isolationists.

We believe, and this conviction has been expressly stated by the Government of President Lopez Mateos, that the most important wealth of all nations is represented by its people: to protect, cooperate and to serve a human being becomes an imperative. There is an inexcusable duty to foster the development of man, striving in every way for his employment, his health, his education, his freedom and his welfare.

I wish to refer myself now, specifically, to the Mexican doctrine of economic development, which is a matter intimately connected with the opportunities for investment. To us, as well as to any other country in the world, development represents the possibility of offering our population high levels of cultural and

pics
incorporated
photographers
DEARBORN 2-1062
187 N. LASALLE ST., CHICAGO, ILL.

CHICAGO'S
LEADING PHOTOGRAPHERS

IN

PRESS **CONVENTION**
PUBLICITY **COMMERCIAL**
INDUSTRIAL

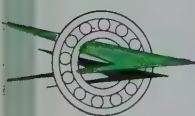
24 hour phone service

Immediate Delivery --



from your
**BEARING
SERVICENTER**

With over 50,000 different items regularly carried in stock--you can be sure of immediate delivery on every order, large or small.



**BERRY
BEARING
COMPANY**

DAnube 6-6800

MICHIGAN AVENUE at 26th STREET
Chicago 16, Illinois

material well-being. And we have been carrying on this task for several years now, through close and harmonious cooperation between Government and private enterprise.

Our Government well understands, and has declared so many times, that development is a task to be carried on fundamentally by private enterprise. For this reason, within the unavoidable responsibility of looking after the problems of thirty-five million inhabitants and of establishing a fair balance between the economically powerful and the economically weak, the Mexican Government makes it a point to facilitate, as much as possible, the fulfillment of the lawful activities of the various groups representing private enterprise, and to intervene in their help, substituting for them exclusively in those fields where private enterprise is not capable to operate, or in those which constitute the special domain of national interest. Everybody knows that supplementary state intervention in the economic life of a country is a fully justified means from a theoretical point of view, as well as a practice carried on in all the countries of the world.

In the field of state intervention, the Mexican Government has limited its action, both as a matter of principle, and because of its scarce resources, to the intensive development of the economic substructure. The Government builds roads, electric power plants, schools, hospitals, and institutions for the common welfare.

At the same time, it encourages the development of agriculture, and of rural health conditions among the cooperative farmers ("ejidatarios") and the small land owners, with the idea of furnishing an ample foundation to the growth of our internal market. Fifty-five per cent of our population lives from agriculture, the majority of them in very difficult economic conditions. The main interest of our Government is for this sector, without doubt the most needed and the one that promises more to the future of Mexico.

The Government also looks after the planning and development of certain public services which, in our opinion, should be kept and increased by the State since its handling by private interests is not generally considered compatible with the best and complete fulfillment of

the needs of the community. For this reason, the Government of my country has taken care of the railways system, the oil and electrical industries. Briefly speaking, only those public service enterprises which the Government considers essential for the welfare of the majority, are in the hands of the Nation.

The problem of internal market is of vital importance to us. The increase of our productive effort would be of little use if we did not have adequate domestic markets for consumption, with sufficient purchasing power of the population to allow a growing demand for goods and services. And in order to attain the growing development of national production, the Government strives to raise the purchasing power of the majority of the Mexican people. We thus fulfill, in a harmonious, and coordinated way, the dual purpose of encouraging our economic development for the benefit of the majorities of people and of coming closer to the hoped-for fulfillment of the ideals of social justice.

Financing Development

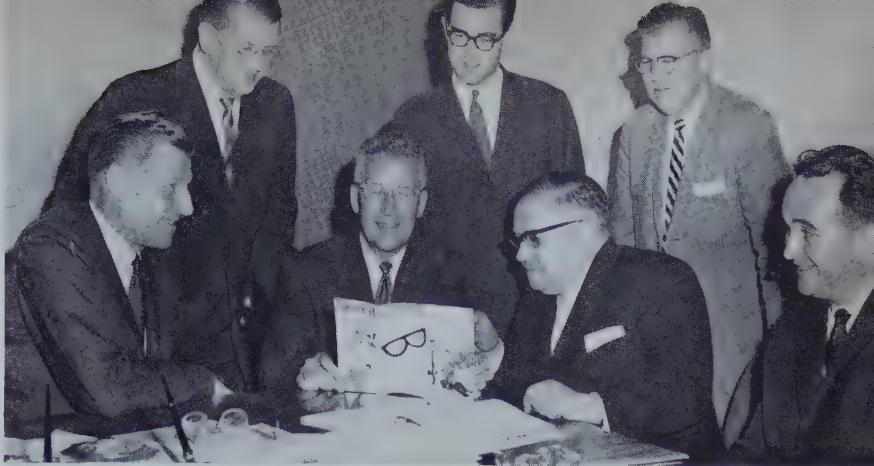
It is well known that economic development embodies a large series of problems, one of which is its financing. In this respect the Mexican point of view recognizes that development should be fundamentally financed with our own resources. It would not be realistic, besides being unfair and materially impossible, to think that in this field somebody else should fulfill the task which it is our duty to perform. The financing of Mexican development has been and should continue to be, fundamentally, the responsibility of the Mexican people.

But foreign investment, willing to associate and harmoniously coordinate itself with national capital, striving for its own benefit and for that of the country, is welcome, in order to perform a complementary task. The foreign capitalist of good will, can be sure to find in Mexico broad and profitable opportunities for investment, enjoying the protection of our laws, under exactly the same conditions as the Mexican investors.

I am convinced of one thing: the possibility of cooperation of foreign investors in the economic development of nations in need of capital is, to a large extent, a matter of re-

(Continued on page 50)

Cooperation between Chicago International Trade Fair and the Export and Sample Fair of Dornbirn, Austria is subject of discussion between (l. to r.) Thomas H. Coulter, Association Chief Executive Officer; Vilas Johnson, Fair Director of Foreign Operations; Ralph A. Bergsten, Fair Managing Director; James A. Cassin, Fair Director of Trade Development; Dr. Bruno Amann, Dornbirn; Robert Bean, Associate Director of World Trade and Alfred Weihs-Rihs, Trade Delegate, Austrian Consulate General in Chicago



Association photographed in action

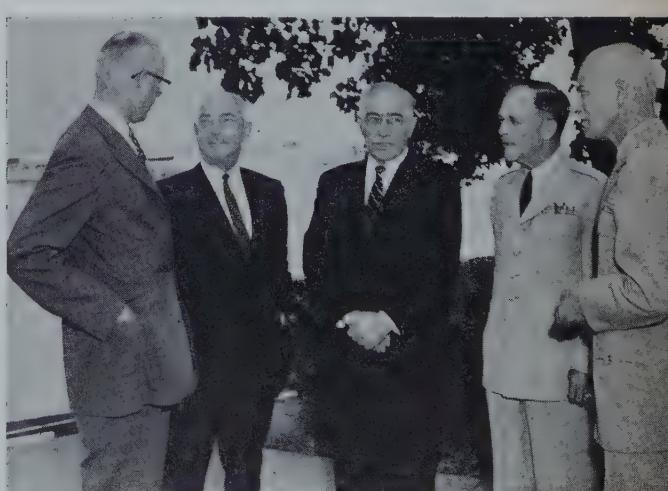


New Members Luncheons, designed to introduce recent additions to the Association family to the workings of the organization, are a new facet of the Association's program. More than 125 persons attended the latest meeting in the Victorian Room of the Palmer House



John W. Van Ness, Chairman of the Great Lakes Commission and Assistant to the President, Midwest Steel Corporation, Portage, Indiana, and a member of the Association's Lake Diversion Committee, discusses activities and program of the Commission before a joint meeting of the Lake Diversion and Water Resources Committees

Thirteen outstanding Chicago Tribune newspaper carriers from the five-state circulation area around Chicago were guests at the International Trade Fair at McCormick Place. They are shown here with Fair Managing Director Ralph A. Bergsten as they landed at the Fair from the Lake Michigan boat, the Mercury



William Bricen Miller, Chairman, Harbors and Waterways Committee of the Association, was host for luncheon meeting at Chicago Yacht Club, addressed by Assistant Secretary of the Army, William F. Schaub. Here (l. to r.) Miller talks with Schaub; Maxim M. Cohen, General Manager of the Chicago Regional Port District; Lt. General Emerson L. Cummings, Commanding General U. S. Fifth Army; and Brig. General Thomas DeF. Rogers, North Central Division Engineer

Developing the Talent of Tomorrow's Leaders

by HOWARD KRAUS

The following article is taken from the talk given at the 1961 Achievements Luncheon honoring outstanding Chicago public school elementary and high school students by Howard Kraus, 1961 Mather High School graduate, who plans to enter the University of Chicago this Fall. The son of Nathan N. Kraus, patent attorney, Howard also delivered this talk to the Association's Board of Directors in July. The board asked that the membership of the Association be permitted to share the message in the pages of the Association section of this magazine. Ed.

A WELL educated youth is necessary to insure our nation with continued scientific, cultural, and economic progress. A well educated youth constitutes our nation's most valuable resource. This resource, however, has one unique and very important attribute that sets it apart from all natural resources. It can be controlled. We cannot regulate the amount of oil or iron ore to be found within our country, but we can very definitely regulate the number of our educated youth and the quality of their education. Having the power to control our educational systems, we must determine what the purposes and goals of our educational systems are to be and with whom the responsibilities lie for insuring that these programs are carried out.

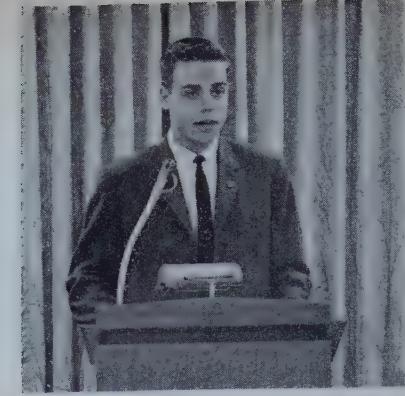
The purposes and goals of our nation's educational programs are well stated in the book "Goals for Americans." I quote, "A society such as ours, dedicated to the worth of the individual, committed to the nurture of free, rational and responsible men and women, has special reasons for valuing education. Our deepest convictions impel us to foster individual fulfillment. We wish each one to achieve the promise that is in him. We wish each one to be worthy of a free society, and capable of strengthening a free society." End of quote.

Thus, our democracy is founded upon the right of the individual to exercise choice in almost every facet of his life, but he will make his

choices intelligently, only when he is properly educated. One area of choice is the right of the individual to advance himself as far as his inherent ability permits. When he has developed his own natural talents to their maximum, he is capable of performing a useful function in society. Whether this function be driving a bus or doing medical research, it will be performed best when it is in keeping with his abilities yet challenges him to use his abilities to their fullest. A man capable of designing a nuclear power plant would not do well as a manager of a hotel. The two jobs take different kinds of aptitudes and levels of ability.

Cooperation At Home

In order to develop and utilize the potential brain power of our nation's youth, we establish school systems, but a school alone cannot develop the individual. The school must have the cooperation and support of the home, and of course, the student. It is up to the home to instill within the student a respect for education and knowledge, not only for the material benefits that may result from them, but also for the greater enrichment and fulfillment that such knowledge will bring. However, the home can only show the student why education is important; it cannot force him to learn. The desire to learn and the perseverance to fulfill this desire must come from the student himself. He



Howard Kraus

must recognize his responsibility to educate himself for his own welfare and for the welfare of society as a whole.

Once the student is made aware of the importance of education, it is the function of the school to provide the opportunities for the student to work up to his full potential and to develop his own natural talents. To quote from "The Pursuit of Excellence," a Rockefeller Brothers report: "The important thing is to rid ourselves of the notion that a flexible curriculum is undemocratic in spirit. If we are to do justice to the individual, we must seek for him the kind of education which will open his eyes, stimulate his mind, and unlock his potentialities. We should encourage all kinds of individuals to run on all kinds of tracks. In this way we can distribute widely the rewards of self-esteem and self-respect." End of quote.

Furthermore, the professional and business worlds today prefer to accept only those with a broad educational base and a high level of scholastic achievement. Therefore, a good education must encompass a far greater scope than mere technological and scientific studies. It must include studies in the humanities and in the social sciences as well.

The type of education our youth receives will determine the nature of our society and culture. Every care must be taken to avoid rigid regimentation in our educational programs. The individual will make his greatest contribution to the welfare of society when he is engaged in the work for which he is best suited. The uniqueness of each individual must be preserved, for only in a country where there exists a free spirit of competition and inquiry can real progress be made.

Calendar of Association Events

September 19, 26, 27	MEMBERSHIP LUNCHEON MEETINGS	Conference Room 12:15 P.M.
October 3, 4, 10, 11		
September 20	HARBORS AND WATERWAYS COMMITTEE LUNCHEON MEETING — Chairman, William Bricen Miller, Partner, Lord, Bissell and Brook	Conference Room 12:15 P.M.
September 21, 28 October 5, 12	ILLINOIS COMMITTEE MEETINGS — Chairman, Jack H. Cornelius, Mgr. of Community Relations, Peoples Gas Light and Coke Company	Conference Room 12:00 Noon
September 22	COMMITTEE ON EDUCATION MEETING — Chairman, John W. Taylor, Executive Director, Chicago Educational TV Association, WTTW	Conference Room 12:00 Noon
October 5	INDUSTRIAL TRAFFIC COUNCIL MEETING — Chairman, G. J. Werner, Traffic Mgr., Motorola, Inc.	Palmer House Traffic Club 11:45 A.M.
October 5	FIRE PREVENTION PUBLIC AFFAIRS LUNCHEON MEETING — Speaker, Fahey Flynn	Terrace Casino Morrison Hotel 12:00 Noon
October 6	BOARD OF DIRECTORS MEETING — President, James E. Rutherford, Vice President in charge of Mid-America Operations, Prudential Insurance Co.	Conference Room 12:00 Noon

Jaycees Invite You to their Chicagoland Health Fair at the Museum of Science and Industry

HI, ho, come to the fair! — the Chicago Jaycee Health Fair, that is. You won't see a tattooed lady or a cotton candy man, but you will see what's being accomplished in medical research that may add many productive years to your life. Scheduled to fill the west hall of the Museum of Science and Industry from Sept. 29 to Oct. 8 are approximately 85 exhibits from medical societies, government welfare agencies, non-profit health associations and commercial firms engaged in medical supply and research.

Highlighting the exhibits is the \$2½-million dollar Upjohn "brain" — a gigantic model of the human brain. The multi-million dollar functioning exhibit shows the intricate workings of the brain when a person is attending a concert. The device traces the nerve impulses from the

Reviewing applications for Jaycee's Chicagoland Health Fair are, (l. to r.) Maj. Lenox Lohr, President, Museum of Science and Industry; Dr. Edward A. Piszczeck, director suburban Cook County Tuberculosis Sanitarium District; Jaycee co-chairman Ralph Delany, Natural Gas Pipeline Company of America; Daniel M. Macmaster, Museum director; and Jaycee Ron Youngberg, Illinois Bell Telephone Company

eyes and ears, showing how the impulses travel and what brain centers they pass through. It shows how the brain becomes conscious of the information being conveyed and how the information is stored as memory.

The Upjohn "brain" measures approximately 12 by 25 feet in width and length. It is 12 feet high. This is the first time the brain is being exhibited in the Chicago area. Of similar high interest will be the Eli Lilly company's exhibit showing progress in cancer research. The Stritch School of Medicine will show



its work on coronary occlusions, part of research on heart ailments.

A new blood heat exchanger, a device used in subnormal temperature surgery, will be exhibited by the Harrison Radiator Division of General Motors. Among the many exhibits being brought in by various governmental agencies is one of very timely interest—a discussion on nuclear survival by the Army Chemical Corps. The U.S. Department of Agriculture has on hand three exhibits—on pest control, on tuberculosis and on meat inspection.

Investment In Mexico

(Continued from page 46)

ciprocal trust and by no means a unilateral approach—trust of the foreign capitalist in the country where he invests his money, and confidence of the country which receives the investment in the foreign capitalist who makes it.

As far as Mexico is concerned, I am happy to state that the economic, political and social stability that exists in my country, thanks to the achievements of the Revolution, represents the best guarantee for the safety of investments. Had we not made our Revolution half a century ago—and we must frankly confess that our Revolution is still incomplete—we would not be enjoying now the political stability of which we pride ourselves. Along with this advantageous situation the investor will find our free monetary exchange, which will be maintained.

International investment depends, to a great measure on the type of relations that prevail amongst the countries. Fortunately, in the concrete case of the United States and Mexico, the present relations are of true cordiality.

It is our duty to make out of this good neighborhood something ever more real and positive, something to be achieved on the basis of mutual knowledge and understanding, of frankness and respect, of good faith and fair dealing, of cooperation and friendship. But this should not be achieved only once or on special occasions, but in a permanent manner. Mexico most sincerely wishes to understand and be understood by the United States on the basis of friendship, mutual respect, fair interchange and cooperation for progress. We believe that all the problems existing between our two countries can and should be solved. All that is needed is that both nations make an effort in that direction, each one in the measure of its historical responsibility.

conflict. This climate actually becomes the standard against which the leader measures the effectiveness of his techniques. Indeed, the degree of his success is proportionate to the degree to which he selects appropriate techniques and uses them properly.

If the conference is to be objective, unbiased, and free from emotional conflict, how do these things show up in relations between leader and member and between each member and all the others? This means in part, that each member is completely free to speak his mind without fear of reprisal. It means that although ideas may be drawn and quartered, the individual member need not fear the biting personal criticism and ridicule which so effectively inhibits much freedom of expression. It means, too, that each member is more concerned with helping to develop the ideas of his associates than he is with "selling" his own pet suggestions.

There is no doubt that this is a climate which is extremely difficult to build. It takes time. And yet, this is the kind of climate without which a frank and honest expression of opinion is impossible. Thus, when the leader seriously and genuinely wants to know what the members of his group really think, he strives to achieve an objective climate even though he realizes that perfection is not possible. He selects and uses certain techniques, however, with the intention of getting as close to perfect objectivity as humanly possible.

It is not long before the neophyte conference leader recognizes that if he is to create an objective, unbiased climate free from emotional conflict, he himself must be the most objective, the most impartial, and the most able to maintain his poise and equanimity in the face of difficult situations. Admittedly, such a high degree of calm and self-control is not easy to maintain particularly when members of the group do not exercise much restraint themselves. How does the leader go about building the desired climate?

He is permissive rather than directive. Although he has a conference plan which he is following, he adjusts as necessary to the direction which the group wishes to take. If the leader objects and struggles against the path which the group wishes to take in arriving at a con-

WHEN YOU SHIP BIG VOLUME... BARGE IT BY FBL... and Save

Two Federal Barge tows with the most powerful towboats in the world—the "UNITED STATES" and the "AMERICA" pass above Greenville on the Mississippi River.

For VOLUME SHIPPERS who want to save money—the answer is lower-cost barge transportation.

For shippers not located on a port—joint rates, with most of the journey on water can show big savings over other ways of shipping.

Get the full story on lower-cost barge transportation from your FBL Representative.



FEDERAL BARGE LINES, INC.

N. C. HORN, Agent
REgent 1-4656

106th and Burley

Chicago, Illinois

clusion, he may be sacrificing objectivity, he demonstrates some partiality, and he may become embroiled in a heated argument. As long as the group is moving along toward its goal, the particular path chosen is of little moment and the leader goes along.

The leader serves as a moderator rather than as an instructor. His function is more that of a catalyst. And his function is the same whether he is the supervisor of the members of the group or whether he is not. Some have described the leader as a "midwife for struggling ideas." He has been likened to a bus driver whose function is to keep the passengers rolling toward their destination. His role is to help men think. Since it is the job of the conferees to think through the problem at hand, the leader adopts the role of catalyst or moderator since he cannot do the thinking for the group nor enter into their discussions if he is to give them a real example of objectivity.

Leader Non-Commital

The leader is non-committal. He does not divulge by word or action his viewpoint of the subject under discussion. Successful leaders avoid like the plague any overt or unintentional expression of their own opinions. It is frequently noted that discussion groups will be quite happy to let the leader do all their thinking for them. If the leader feeds them comments and suggestions, many groups are all too happy to rubber stamp such views after the smoke screen of a few innocuous objections has cleared away. Such a meeting is concluded with dispatch but the objective has not been accomplished. The leader did not get the thinking of the group, he got his own thinking right back.

The leader tosses direct questions right back to the group. He may return a direct question to the questioner, to another designated individual, or to the group as a whole. The leader avoids answering a direct question because he knows that when he answers a question he is, to some extent, influencing someone else's opinion and he is to that extent sacrificing his goal of objectivity. This is no slick trick that the leader works on the group. It is merely another effective way for the leader to keep himself out of the

discussion and it forces the conferees into the discussion.

The leader uses questions instead of declarative statements. Phrasing all his words in question form helps him to maintain his impartiality which can be easily disturbed by direct statements. It is easier for the leader to keep his own opinions under cover when he is questioning, probing, asking others to respond to his stimulation. One type of question, however, which the leader is careful to avoid is the leading question. He is always careful to phrase his questions to avoid indicating that

he expects any particular answer. He tries to phrase his question so that the conferee is forced to make some extended comment. If he slips and asks a question which can be and is answered by a quick yes or no, he follows this up by asking why, or asking for an example or illustration.

The leader tries never to use the personal pronoun, "I." Saying what "I think" is, of course, a clear revelation of his own views. Even though it may be a very minor matter, the use of "I" to that extent sacrifices his impartiality.

The leader makes certain that he

Advertisers Index

Agencies Listed in Italics

A		
A-Z Letter Service	37	
Alco Electric Supply Co.	42	
American Export Lines, Inc.	36	
<i>Cunningham & Walsh, Inc.</i>		
Associated Loan Counsellors	38	
<i>Albert Frank-Guenther Law, Inc.</i>		
Atlas Tag Co.	12	
B		
Bell Savings & Loan Association	4	
<i>M. M. Fisher Associates</i>		
Berry Bearing Co.	46	
<i>J. L. Cunningham & Co.</i>		
C		
Chicago Electric Co.	43	
<i>Frank J. Slauf</i>		
Chicago Name Plate Co.	37	
Chicago Tribune, The	B.C.	
<i>Foot, Cone & Belding</i>		
Clearing Industrial District	2	
Commonwealth Edison & Public Service Co.	I.F.C.	
<i>Leo Burnett Co., Inc.</i>		
Continental Assurance Co.	44	
<i>Geo. H. Hartman Co.</i>		
Continental Illinois National Bank & Trust Co.	27	
<i>Earle Ludgin & Co.</i>		
D		
DeLeuw, Cather & Co.	34	
Donlin's Resort of the North	29	
E		
Eagle Paper Box Mfg. Co.	I.B.C.	
<i>Albert Jay Rosenthal & Co.</i>		
Efengee Electrical Supply Co.	30	
<i>Dordick & Dordick</i>		
F		
Federal Barge Lines, Inc.	50	
<i>Batz-Hodgson-Neuwoehner Adv. Agy.</i>		
First National Bank of Chicago	1	
<i>Foot, Cone & Belding</i>		
Freund Can Co.	8, 41	
<i>J. L. Cunningham & Co.</i>		
Fulton Asphalt Co.	33	
<i>Ross Llewellyn, Inc.</i>		
G		
Great Lakes Overseas	40	
H		
Haines Co., The	42	
Harrington, J. J., & Co.	33	
I		
Illinois Bell Telephone Co.	10	
<i>N. W. Ayer & Son, Inc.</i>		
Illinois Credit Union League	35	
K		
Kiwi Coders Corp.	37	
Knight, Lester B., & Associates	33	
<i>Geo. H. Hartman Co.</i>		
L		
Lake Michigan Mortgage Co.	43	
<i>Ladd, Southward & Bentley, Inc.</i>		
Lou Steel Products Co.	42	
N		
Northern Trust Co.	13	
<i>Waldie and Briggs, Inc.</i>		
P		
Painting & Decorating Contractors' Assn.	37	
<i>Schram Advertising</i>		
Peoples Gas Light & Coke Co.	32	
<i>Needham, Louis & Brorby, Inc.</i>		
Phillips, Robert T., & Associates	34	
Pics Photographers	45	
R		
Revere Electric Supply Co.	25	
<i>Albert Jay Rosenthal</i>		
Ross' Teal Lake Lodge	26	
<i>Scott-Miller Co.</i>		
S		
Standard Oil Co.	6	
<i>D'Arcy Advertising Co.</i>		
T		
Talcott, James, Inc.	12	
<i>Doremus & Co.</i>		
Thermice Corporation, Subsidiary of Publicker Industries, Inc.	31	
<i>At Paul Lefton Co., Inc.</i>		
U		
United States Steel Corporation	39	
<i>Batten, Barton, Durstine & Osborn</i>		
W		
Watubo Industries	40	
<i>Doug Lindgren & Associates</i>		
Wulff, Robert G.	34	

handles his interpersonal relationships in the most diplomatic and tactful way. It is his responsibility to control the meeting and to keep the group away from digressions. How does he do this and still avoid emotional conflict? He accomplishes this partly by the use of questions, as just described. But even more importantly, he handles awkward situations so that there is a minimum of embarrassment for the conferee.

Even though he may feel that the conferee has been impolite, he submerges his own feelings to avoid conflict. His aim is to secure the thoughtful contribution of the participant and he knows that ridicule, embarrassment, and the like, inhibit frank thinking. Thus if a conferee is having a side conversation with his neighbor or is daydreaming or not paying attention for some other reason, the leader first gets his attention, recaps the idea or argument under consideration at the time and then asks the conferee for a comment. And this he does without hint or implication of blame in word or manner.

The leader maintains his poise and equanimity at all times. In ad-

attention to him, annoy the participants, and take their minds off the subject. He sits or stands as the occasion requires. When he moves he moves naturally, quietly, smoothly, and for a reason.

When the leader is disturbed, when he is in violent disagreement with what is said, it is likely that his facial expression will reveal this fact. The leader's true attitude often shines through his eyes and facial expression in spite of his best efforts. If he is not extraordinarily careful a raised eyebrow or a tightening of the facial muscles more clearly than words will mark a member's comment as stupid. The slightest frown may be interpreted as disagreement and quick, jerky movements may reveal irritation.

These often inadvertent and unintentional slips are not easy to avoid. Recognition that they may occur can help to prevent them. But the best control is to have a truly unbiased attitude. This removes the cause of the difficulty.

One final comment on the poise of the leader is that he needs to develop patience. Inexperienced leaders find that they tend to become nervous and impatient when there is no instantaneous response to their stimuli. It takes time to think. To jump back into the discussion too soon may well inhibit thinking that is only half formed. Wait the group out. If the question is thought-provoking the leader cannot expect comment without some time for quiet cogitation. When he adopts a manner that is unperturbed, the leader implies that he expects an answer and it is usually forthcoming in due time. Silences are seldom as long as they seem to the leader, himself.

These, then, are many of the things that a conference leader does to build and maintain a climate of objectivity in an effort to stimulate free and unbiased thinking. He does many other things also in planning and preparing for the meeting, in presenting the problem to the group, and in preparing a record and report of the meeting. But in all that he does, he is ever careful not to dominate the thinking processes. He controls the meeting very definitely in terms of keeping order and preventing digressions but to the extent that he dominates the meeting; i.e., tells the group what to think or

feeds them ideas and thinks for them, to that extent he sacrifices the objectivity which is his goal.

When all is said and done, however, there seems to be ample evidence that the leader's attitude is the most important single factor in his success. If he is dispassionate and truly wants not to influence their thinking, the group senses this.



The leader wants the thinking of the group.

Then any errors of technique will become relatively unimportant.

Attitude is important. The problem-solving conference technique is a tool to be used only when the executive seriously and genuinely wants the thinking of the group. The successful leader's mind is always open for ideas and suggestions. To manipulate a group toward predetermined conclusions is to fail. Although participation does motivate much cooperative effort and sound supervisor-employee relations, it is generally a vain and futile gesture when conducted for its own sake. Participation for the sake of participation alone results in loss of morale. But a problem-solving conference can be considered successful when all are treated with dignity, none is ignored, each participant is free to express himself without fear of reprisal, and all can feel a real sense of accomplishment by having contributed toward more effective management decisions.

For these reasons there are many who would join with Professor Thomas G. Spates when he urges that training in the skills of leading business discussion and problem-solving conferences might well be a requirement for everyone who directs the work of others.



Leader must control the meeting — keep group from digression.

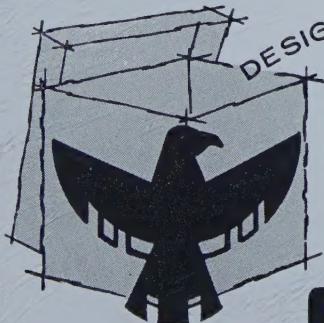
dition to the words which a conference leader uses or doesn't use, his mannerisms, his stance, his facial expression and actions may have a devastating effect on the desired climate. The leader finds that when the discussion is moving forward well, it is best for him to be as unobtrusive as possible. But jiggling coins, pacing, twitching, playing with a pencil, or other meaningless or purposeless actions, may direct



THE ONLY BOX WITH A BETTER ORGANIZATION BEHIND IT!

This box tells you—on sight—that the resources of a mighty nation are being utilized to insure safe delivery of your mail!

Our boxes tell a similar tale—that the resources of Eagle Paper Box are being utilized to insure safe delivery and enhance your product in the sturdiest, most attractive package available.



- Specializing in "specialty" boxes for department stores and more than 70 industries (including cosmetics, greeting cards, confections, textiles, jewelry, toys and electronics)
- Large and small runs to fit your specifications
- Complete stock of Christmas and year-round set-up gift boxes and gift folders
- Complete stock of "space-saver" folding gift boxes
- One of America's most completely automatic box plants
- Manufacturers of national award-winning boxes

Samples and Estimates On Request

EAGLE PAPER BOX MFG. CO. every box a salesman!
3021 West Carroll Avenue, Chicago 12, Illinois • VAN BUREN 6-4111



The Chicago Tribune reaches your kind* of people

Do you sell automatic washers? Then you want the facts about the two kinds of people in a market. Those who buy. And those who don't, can't or won't.

How to reach more of the right kind—the buyers—is important. In Chicago, that's easy. Most of them read the Tribune.

In city and suburban households, 64% of the washer buyers read the Sunday Tribune; 46% read the Daily Tribune.

Now maybe you sell watches, water skis or women's dresses instead of washers. It makes little difference. The Tribune will deliver for you a larger audience of actual buyers than any other Chicago newspaper.

To sell more to your kind of people—the people who buy—use the Tribune in Chicago.

Your kind of people are the kind who buy—and our new MARKET POWER study tells who they are, what they buy and how to sell them more. Call a Tribune representative for the full story.

More readers...More buyers...More results—

THE CHICAGO TRIBUNE